

ORDER OF COMMISSIONERS COURT
Authorizing the expenditure of funds

The Commissioners Court of Harris County, Texas, convened at a meeting of said Court at the Harris County Administration Building in the City of Houston, Texas, on the ____ day of _____, 2022 with all members present except _____.

A quorum was present. Among other business, the following was transacted:

**ORDER AUTHORIZING THE EXPENDITURE OF FUNDS FOR CONSULTING SERVICES
UNDER JOB NO. 21-0317 WITH AMERICAN INSTITUTES FOR RESEARCH. THE
AGREEMENT WITH AMERICAN INSTITUTES FOR RESEARCH WAS APPROVED AT
COMMISSIONERS COURT ON MARCH 22, 2022, ITEM 22-2097**

Commissioner _____ introduced an order and made a motion that the same be adopted. Commissioner _____ seconded the motion for adoption of the order. The motion, carrying with it the adoption of the order, prevailed by the following vote:

Vote of the Court	<u>Yes</u>	<u>No</u>	<u>Abstain</u>
Judge Hidalgo	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comm. Ellis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comm. Garcia	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comm. Ramsey, P.E.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comm. Cagle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The County Judge thereupon announced that the motion had duly and lawfully carried and that the order had been duly and lawfully adopted. The order thus adopted follows:

IT IS ORDERED the Harris County Judge is authorized to approve for and on behalf of Harris County the expenditure of \$652,968.39 in funds under Job No. 21-0317 for the Agreement between Harris County and American Institutes for Research. The expenditure will provide applied research and data analysis, management strategies, and other services for conducting a Comprehensive Program Evaluation of Homelessness and Reentry Program. ("Services"). The Request For Proposals: Conducting a Comprehensive Program Evaluation of Homelessness and Reentry Program, the Conducting a Comprehensive Program Evaluation of Homelessness and Reentry Program Budget, and the Agreement is incorporated herein as though fully set forth word for word.

The Services provided under this Order will meet 20% MWBE participation through the use of Decision Information Resources, Inc.

All Harris County officials and employees are authorized to do any and all things necessary or convenient to accomplish the purpose of this Order.

Conducting a Comprehensive Program Evaluation of Homelessness and Reentry Program

PROPOSAL RESPONSE

August 11, 2022 | 5:00 p.m. (CT)

Submitted to:

Sarah Williams
Pandemic Recovery Manager
Harris County Office of County Administration
1001 Preston St. Suite #500
Houston, TX 77002
Email: Sarah.Williams@harriscountytexas.gov

Submitted by:

American Institutes for Research®

Technical Contact:

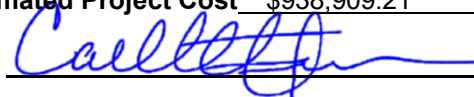
Kelly King
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Contractual Contact:

Hugh Milligan
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Total Estimated Project Cost \$938,909.21

Signature



Carmen Fermin, Sr. Director, Pre-Award Business Development

Dun and Bradstreet Number: 04-173-3197
Unique Entity Identifier: UEI: MCN6J5L6M3T4
Tax Identification Number (TIN): 25-0965219

This proposal includes proprietary and business confidential data and shall not be disclosed outside the Government and shall not be duplicated, used, or disclosed—in whole or in part—for any purpose other than to evaluate this proposal. However, if an agreement is awarded to this offeror as a result of—or in connection with—the submission of these data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting agreement. This restriction does not limit the Government's right to use the information contained in these data if they are obtained from another source without restriction. Notice of Trademark: "American Institutes for Research" and "AIR" are registered trademarks. All other brand, product, or company names are trademarks or registered trademarks of their respective owners.

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August 11, 2022

Sarah Williams
Pandemic Recovery Manager
Harris County Office of County Administration
1001 Preston St. Suite #500
Houston, TX 77002
Email: Sarah.Williams@harriscountytexas.gov

RE: Conducting a Comprehensive Program Evaluation of Homelessness and Reentry Program

Dear Ms. Williams:

Homelessness and justice-involvement are associated with racial and structural disparities and impact communities across the country. Harris County residents face daunting and overlapping challenges of homelessness and justice involvement. Harris County requested experienced organizations to conduct (1) a rigorous mixed-methods evaluation of the Homeless services provided through Harris County's Community COVID Housing Program (CCHP); and (2) reentry data analysis aimed at increasing knowledge of the justice-involved population within the county and shedding light on obstacles they face impeding successful reentry.

The American Institutes for Research® (AIR®) and its partner, Decision Information Resources (DIR), offer a rigorous and efficient strategy within this proposal to fulfill the CCHP and reentry data analysis Scopes of Work requested within the RFP. Our approach will identify the causal impact of CCHP services impact clients and the community using either experimental or a quasi-experimental design. We will also provide ongoing reentry data analysis to inform Harris County's understanding of the needs and risks that individuals experiencing homeless face when returning to their communities following system involvement. Together, AIR and DIR have experienced and diverse staff who will bring a rich content and methodological expertise requisite for the robust evaluation services specified in the RFP.

We have enclosed one electronic copy of the proposal; the proposal will be submitted as a PDF and the project budget will be submitted as an Excel document, as requested. Please direct contractual questions about this proposal to Hugh Milligan, Senior Contracts & Grants Specialist, at 202-403-6562 or AIRproposals@air.org. For technical questions, please contact Kelly King at 301-592-2159 or kking@air.org.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Deborah Moroney", with a stylized flourish at the end.

Deborah Moroney, PhD
Vice President
Human Services Division

2. Project Summary

Design of Evaluation Study

In response to dual Scopes of Work, the American Institutes for Research® (AIR®) in partnership with Decision Information Resources (DIR) propose to (a) **conduct a rigorous mixed-methods evaluation to assess the impact of homelessness services provided via Harris County’s Community COVID Housing Program (CCHP)** on client-, program-, and system-level outcomes and (b) **develop and conduct a reentry data analysis, including data visualization**, to improve understanding of the County’s justice-involved population and the challenges they face. In this proposal, we have bolded specific activities that are key tasks identified in the RFP. **To evaluate CCHP**, we propose a mixed-methods evaluation of CCHP comprising three phases: (1) baseline data scan and study of CCHP’s implementation; (2) rigorous experimental or quasi-experimental longitudinal study of CCHP impacts; and (3) post-program qualitative “success stories.” **For the reentry data analysis**, the project team will collaborate with Harris County partners to identify, collect, and analyze reentry data. The analysis findings will inform investment in and evaluation of data-driven and evidence-based policies that help reduce recidivism and create pathways to a stable life. The reentry analysis will integrate diverse methodologies, including a comprehensive cross-system data scan; data integration, analysis, and visualization, spatial analysis and mapping, and dashboard creation; and culminate with collaborative interpretation sessions.

Implementation of Evaluation Study

To evaluate CCHP, in Year 1 (starting in October of 2022), we will conduct a data scan and implementation study using administrative quantitative data and baseline in-depth qualitative interviews. Interview participants will include key informants (e.g., CCHP service providers) and CCHP participants to understand program implementation and data context. Next, in 2023–2024, we will leverage existing data for the causal impact study and surveys to assess equity in services and determine CCHP’s impact. The project team, with Harris County, will determine the design: if a lottery is feasible to select CCHP participants and control group participants, we propose a full RCT design; if not, we will work with Harris County to select the best quasi-experimental method (e.g., regression-discontinuity design, propensity score matching, comparative interrupted time-series) to evaluate program impact. Finally, we will identify qualitative success stories via end-of-program interviews with CCHP participants.

For the reentry data analysis, we will conduct a comprehensive cross-system data scan to provide a robust picture of the data sources available to examine evidence-based reentry metrics and key outcomes relevant to Harris County. Next, with agreements in place, we will create integrated, client-level datasets to examine reentry patterns across different systems. Data analysis will include descriptive and inferential statistics to identify correlates of successful reentry. The proposed spatial analysis and mapping will identify spatiotemporal patterns of service and resource availability, as well as communities’ underlying risks and needs. If desired, project staff will work with Harris County partners to design and develop interactive dashboards to provide timely, actionable information for monitoring reentry outcomes and program outputs. Finally, the project team will convene key informants, including justice-involved individuals, to interpret and contextualize the reentry analyses. The project team will report findings, recommendations, and suggested evaluation design(s).

3. Project Narrative

Qualifications and Capacity of the Applicant

Introduction

Houston, the fourth largest city in the U.S., and the surrounding Harris County are an area of rapid population growth. Yet, a small number of Harris County residents face daunting and overlapping challenges of homelessness and justice involvement. Texas has the sixth highest prison incarceration rate, with 529 per 100,000, and a total incarcerated population of 220,689 (The Sentencing Project, 2022). Further, 9.4 people per 10,000, a total of 27,229 people, are experiencing homelessness (National Alliance to End Homelessness, 2022). Both are complex, cross-cutting issues connected to racial inequities and broader structural issues that have critical implications for individuals' and communities' abilities to achieve well-being and health. The complexity inherent in these types of cross-cutting issues requires strong interdisciplinary research teams and partners who can speak to important local contexts that will support rigorous, equitable evaluations to improve the lives of vulnerable Harris County residents.

AIR is pleased to present Harris County with this proposal for the comprehensive evaluation of CCHP and data analysis of the County's justice-involved population. Together with our longtime Houston-based partner, Decision Information Resources (DIR), we have assembled an accomplished and inspired team. Our project team integrates qualitative and quantitative researchers poised to conduct a rigorous evaluation of CCHP and reentry data analysis that, taken together, will provide both formative, continuous improvement and summative, program impacts to agencies and partners as they are being conducted. The proposed evaluation will rigorously document the outcomes and impact of CCHP, as well as the homeless services this effort provides. The planned data analysis of Harris County's justice-involved populations will provide an in-depth understanding of the characteristics, risks, and needs of residents who interact with the criminal-legal system. Findings from these dual evaluation efforts will identify current gaps in services and inform the development of cost-effective, data-driven policy and programmatic solutions that increase housing stability, ensure equity, support reentry, and reduce recidivism. In our experience, evidence from high-quality evaluations and data analysis helps to support continued and growing funding for services that benefit people who experience homelessness and/or justice involvement directly. The evaluation will provide Harris County with robust evidence of the efficacy and impact of CCHP with an eye toward equity.

Description of Organization and Project Team

Founded in 1946 as a not-for-profit organization, AIR has more than 1,700 employees working across the United States and worldwide. With headquarters in Arlington, Virginia, AIR also has an office in Austin, Texas, and multiple staff in Houston and the state. AIR, whose mission is to generate and use rigorous evidence that contributes to a better, more equitable world, is also one of the largest social science evaluation organizations in the world. We conduct our work with strict independence, objectivity, and nonpartisanship. Moreover, the intellectual diversity of our employees enables us to bring a multidisciplinary understanding to attain innovative and contextually relevant solutions to the most critical challenges that span the life course. We can draw upon our bench of 1200 research staff to meet Harris County's needs as they evolve.

DIR is a longstanding AIR partner based in Houston that also brings more than 37 years of expertise and a national reputation for the quality of its data collection and the technical

sophistication of its experts. DIR is also a Minority and Women-owned Business Enterprise (M/WBE). Together, our team applies a racial, social, and economic equity lens in our work, striving to identify and articulate problems and offer solutions. Team members bring the expertise to capture authentic experiences of service providers, people experiencing or at risk of homelessness, and justice-involved individuals in Harris County.

Experience with Federal Funding

The project team's combined experience with projects of similar size, scope, and complexity will provide the expertise, perspectives, evaluation abilities, and technical skills in formative research to conduct the proposed evaluations. AIR has significant expertise with federal funding and a great level of comfort with required compliance protocols. The following descriptions highlight our work on similar sample projects.

LGBTQ Youth Homelessness Prevention Initiative (2013–2019)

Funded by the U.S. Department of Housing and Urban Development (HUD), this project highlights our work with communities and stakeholders to understand strengths and needs for preventing LGBTQ youth homelessness. AIR worked with local initiatives and stakeholders in Hamilton County, Ohio (Cincinnati), and Harris County, Texas (Houston), to identify their strengths and needs relative to preventing LGBTQ youth homelessness. As a HUD technical assistance (TA) provider, AIR sought to understand the local context by facilitating community forums (with approximately 130 participants across the two communities), conducting phone interviews with local stakeholders, analyzing available quantitative data, and reviewing relevant documents. Staff worked with grantees to assess community partners' strengths, needs, and opportunities. The project led to HUD's large multimillion-dollar, multisite demonstration project on Youth Homelessness. AIR customized TA for each community, leveraging identified assets and strengths, and addressing capacity gaps.

Assessing the Impact of Behavioral Health Issues on COVID-19 Risks and Disruptions in Behavioral Health Services Among People Experiencing Homelessness (PEH) (2020–2021)

Through this project, AIR conducted 50 qualitative in-depth key informant interviews with behavioral health providers serving clients experiencing homelessness. We leveraged partnerships with state and local health departments, behavioral health care providers, and community organizations (e.g., HUD Continuums of Care) providing shelter/housing or health services to identify and recruit participants. Topics covered included provider observations of the COVID-19 pandemic's impact on people with mental health or substance use disorders experiencing homelessness; adherence to COVID-19 prevention recommendations; challenges faced by behavioral health staff and clients because of the pandemic; the impact of local, state, and federal policies on the provision of behavioral health care to people experiencing homelessness with behavioral health problems; and unexpected benefits of increased care.

Evaluation of the City of Indianapolis (2015–2019)

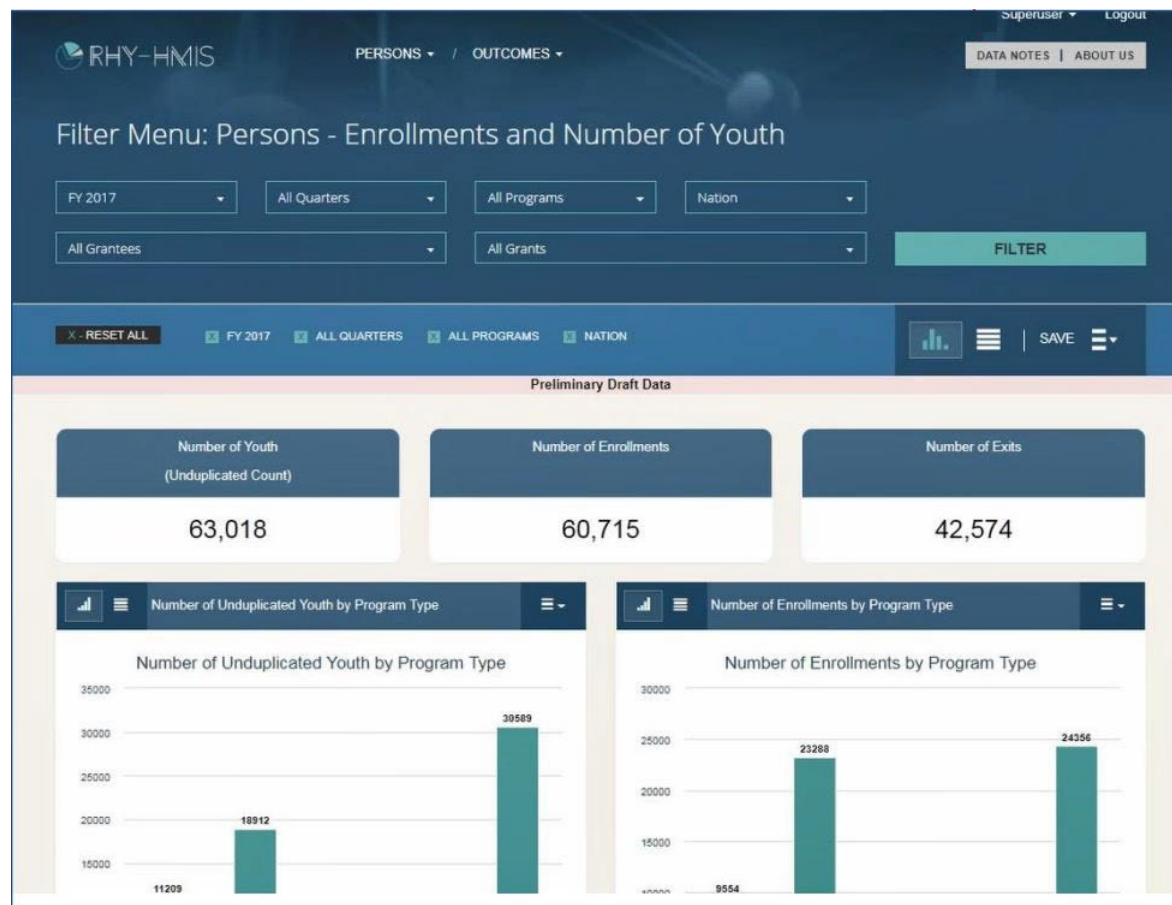
This project, funded by the U.S. Department of Justice, Bureau of Justice Assistance, and in collaboration with the Annie E. Casey Foundation, the Mayor's Office of Indianapolis, and the Governor's Office of Indiana, established the Marion County Reentry Coalition (MCRC) to address the high recidivism rate in Marion County, Indiana. As part of this work, AIR supported Marion County in developing a *Planning and Implementation Guide*, to serve as a strategic plan for their efforts. This planning work focused on determining gaps in the system; recruiting partners; establishing the performance measures for baseline assessments; developing MOUs with collaborative partners; and setting up communication protocols, defining referral processes

(including tracking), and testing data collection protocols. As the evaluation partner, AIR provided baseline and ongoing recidivism estimates and a process and impact evaluation of the Second Chance Act Intervention Project. AIR worked with the Department of Public Safety to secure data to calculate baseline estimates—these data included arrest statistics, sentencing data from the courts, and incarceration data from the Indiana Department of Correction. AIR designed and conducted the evaluation (process and impact). During the planning phase, AIR also advised the planning committee on evidence-based practices in prisoner reentry.

RHY-HMIS Data Dashboard (2018–2020)

AIR led the effort to develop a national runaway and homeless youth (RHY) data repository, drawing on Homeless Management Information System (HMIS) data used by grantees who provide services to youth (see Exhibit 1). Through this project, AIR supported more than 700 RHY grantee projects, developing their capacity to extract and use their data to improve data quality and gain insights into their services and outcomes.

Exhibit 1. RHY-HMIS Data Dashboard



AIR designed and developed data dashboards to provide grantees with actionable information on program enrollment, demographics, program outputs, and outcomes. Dashboards showed each grantee's data along with program targets with regional and national benchmarking.

Proposed Project Team

In this section, we briefly introduce key staff members who will lead the evaluation activities, including their position title, individual roles and responsibilities, and hourly wages. Complete résumés for these key staff follow.

Kelly King, PhD, MPH (Co-Principal Investigator, \$62.24/hour) is a senior consultant at AIR with 13 years of experience developing, managing, and evaluating community-based, cross-sector initiatives designed to save money, reduce community violence, and improve health outcomes. She gained experience implementing homeless services programs while serving as a member of the Baltimore City Continuum of Care program from 2015 to 2018. In this role, she worked in partnership with interagency and cross-sector governmental and nonprofit partners to implement innovative system-level changes to enhance linkages to available health and social services for individuals experiencing homelessness across the city. As a senior consultant at AIR, she serves as a core coach in the Bureau of Justice Assistance-funded Corrections and Community Engagement TA Center, providing direct training and technical assistance to Second Chance Act grantees in state and local prisons, jails, and community corrections agencies across the country.

Sylvia R. Epps, PhD (Co-Principal Investigator, \$226,533/year) joined DIR in 2008 as the Chief Operating Officer (COO) and Director of Research Operations. For over 15 years, Dr. Epps has engaged in research and evaluation, with a focus on data collection and analysis. She has directed program evaluations, implementation studies, and large-scale, multisite data collection efforts, focusing on education, college access, and low-income and at-risk populations. Dr. Epps has served as project director or senior advisor for multiple projects funded by the U.S. Department of Education, including an Evaluation of Training in Multi-Tiered Systems of Support for Behavior (MTSS-B) and a study of TRIO Implementation and Outcomes. She earned her PhD in human development and family sciences from the University of Texas at Austin and completed postdoctoral studies at Harvard University Graduate School of Education.

Matthew Sweeney, PhD (Project Director, \$46.61/hour) is skilled at translating data into policy-relevant insights for clients. Before joining AIR, Dr. Sweeney worked for the Harris County Justice Administration Department as a justice policy research analyst. During this time, he developed a model use-of-force toolkit for law enforcement, oversaw the development of a proposal for an independent oversight board for law enforcement, and evaluated traffic-stop characteristics and demographic information leading to a statewide traffic-stop demographic dashboard.

Ryan Fisher, PhD (Quantitative Lead, \$46.30/hour) is a researcher focusing on violence prevention and criminal justice. Dr. Fisher focuses on quantitative analysis and design, data management/integration, and spatial analysis on justice related projects. Prior to joining AIR, he worked for the City of Philadelphia's Managing Director's Office of Public Safety as a data manager assisting with research and evaluation of various city programs. He has experience in public policy, including researcher-practitioner partnerships and collaboration with local government and federal criminal justice agencies. He earned his Ph.D. in Criminology from Temple University, focusing his dissertation work on spatial patterns of co-offending.

Maura Shramko, PhD (Qualitative Lead, \$49.04/hour) is a mixed-methods researcher with 10+ years' experience in research to promote child and family well-being. Prior to AIR, Dr. Shramko lead the development of an integrated data project on cross-system children's mental health

across systems with a health equity lens. She has expertise in qualitative, quantitative, and participatory methods, and designing and implementing research across settings and with diverse groups (e.g., Latinx immigrant communities; LGBTQ youth and families).

Andrew Swanlund, PhD (Senior Advisor, \$83.41/hour) is a principal researcher at AIR with more than 18 years of experience in research. He specializes in psychometrics, measurement, statistics, experimental and quasi-experimental designs, program evaluation, and models for educator effectiveness, including value-added modeling. Swanlund has a wealth of experience working with states, districts, government agencies, and foundations to design and implement rigorous evaluations of their programs and policies.

Candace Hester, PhD (Quality Assurance Reviewer, \$86.60/hour) is a senior researcher at AIR. She has worked on a number of rigorous evaluations to examine the implementation and impact of policies and programs that have been designed to improve the life outcomes of youth and adults from vulnerable populations. Dr. Hester is currently the project director and quantitative task leader on two parallel studies with the city of San Francisco's Department of Children, Youth, and their Families to understand the implementation and impact of their Justice Services and Youth Workforce Development Programs. She lives in Austin, Texas.

Partner Information

AIR's subcontractor, DIR, is a strong local partner based in Houston, and brings a national reputation for the quality of its data collection and technical sophistication of its experts. DIR will lead local data collection work and participate in other project activities. Since 1984, DIR's mission has been to provide government, private, nonprofit, and philanthropic organizations with the research, evaluation, and technical support to inform their decision making, program measurement, and planning strategies on topics including housing, school nutrition, workforce and youth development, preschool through post-secondary education initiatives, and other social programs. As an African American-owned business with multilingual capabilities, in which 75 percent of the 80 employees are people of color, the company president and the full leadership team have demonstrated ongoing commitment to diversity, equity, and inclusion within the company and in the planning and implementation of our evaluation work. DIR's portfolio of work includes a wide variety of mixed-method evaluations using qualitative and quantitative data collection and analyses.

Agency Experience

Experience or Technical Expertise in Connection With Scope of Services

Our team brings a distinctive combination of skill, experience, creativity, and flexibility to this evaluation project. We offer expertise in evaluation design; data collection; qualitative and quantitative methods; and process, outcome, and impact evaluation focused on people experiencing homelessness or justice involvement. Across all our projects, we pride ourselves on our ability to engage with our clients and other stakeholders in the work, including the individuals from whom we collect data. We strongly believe that evaluations are not relevant unless they are co-created with the people who have an immediate stake in the results. In addition, we have an organizational commitment to cultural and linguistic responsiveness in our work, ensuring that we include the voices of impacted individuals throughout all project stages, from design through collaborative interpretation of findings.

References

Organization Name: Zero To Three

Contact Name/Telephone No.: Janie Huddleston, MSE, BSE/202-857-2979

E-mail Address: jhuddleston@zerotothree.org

Address: 1255 23rd Street NW, Washington, DC 20037

Services provided: Babies Court Team™ (SBCT), created by ZERO TO THREE, is an approach that aims to reduce the time a child spends in foster care before reaching a permanent, safe home. The approach also aims to improve the long-term well-being of children and families in the child welfare system. AIR conducted a mixed-methods experimental evaluation of the approach in three locations: Little Rock, Arkansas; Tulsa, Oklahoma; and Des Moines, Iowa. The approach had already been in operation in these locations when the evaluation began. Researchers compared the time children spent in foster care and the likelihood of recurrence of abuse or neglect. The courts randomly assigned cases to either an SBCT-trained judge or a judge who had no training in the SBCT approach. This evaluation provides the first experimental evidence that the SBCT approach had a positive impact on maltreated infants and toddlers and their families.

Organization Name: U.S. Department of Housing and Urban Development (HUD)

Contact Name/Telephone No.: Lisa Coffman (Senior Program Specialist)/202-402-5908

Email Address: Lisa.R.Coffman@hud.gov

Address: 451 7th St SW, Washington, DC 20410

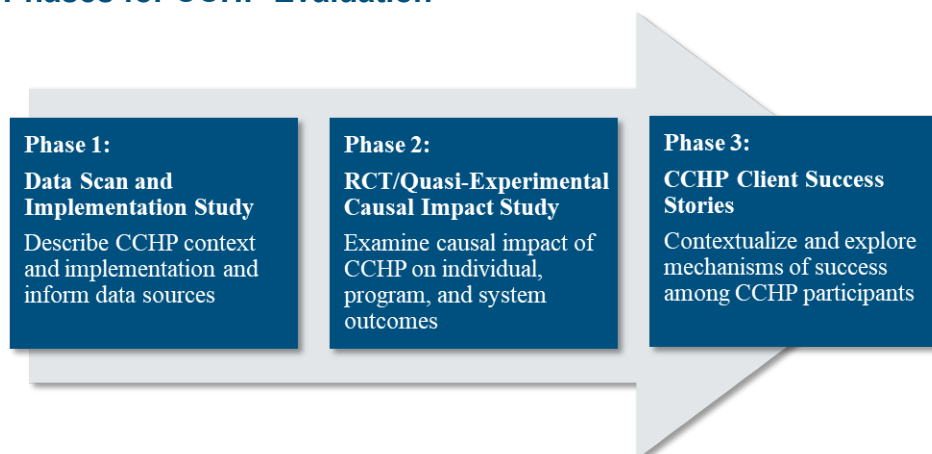
Services provided: See description of **LGBTQ Youth Homelessness Prevention Initiative** above, within “Experience with Federal Funding” section.

Evaluation Methodology

Overall Design of Evaluation Study

To rigorously evaluate the impact of CCHP, we propose a three-phase mixed-methods design (see Exhibit 2), including (1) a comprehensive data scan and implementation study; (2) a randomized controlled trial or quasi-experimental study to examine causal program impacts; and (3) interviews with a subsample of Phase 2 participants to explore mechanisms of success such as strategies for overcoming barriers. Mixed-methods designs provide complementary approaches to program evaluation, balancing the limitations of solely quantitative or qualitative designs, while increasing the rigor of the design (Palinkas et al., 2015). We will also examine racial, social and economic disproportionality in the impact study, as well as contextualize these results by centering the experiences of people directly impacted by homelessness to focus on effective and equitable outcomes. We describe the data scan, implementation study, and success stories (Phases 1 and 3) in the data collection section. Next, we present the impact study (Phase 2), for which the project team proposes either an experimental or quasi-experimental design (depending on Harris County’s interest in and ability to randomize participants).

Exhibit 2. Phases for CCHP Evaluation



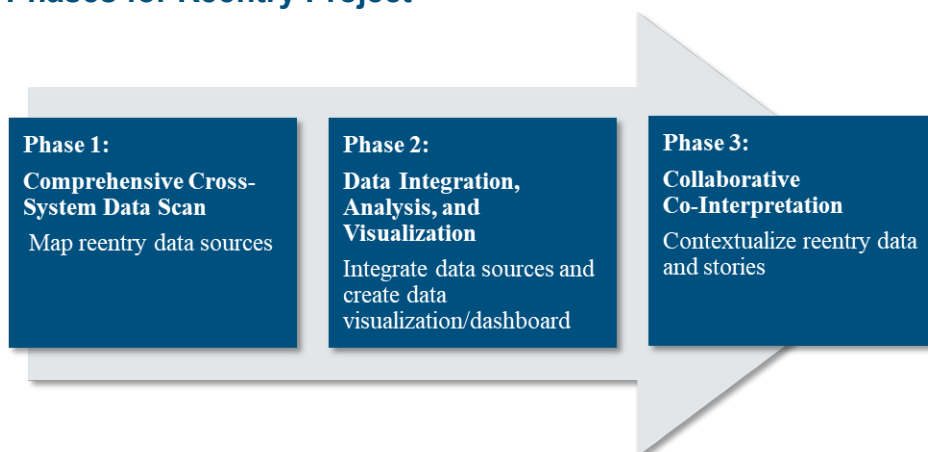
Our team has extensive training and experience in experimental design, including randomized sampling processes, verifying successful randomization, assessing treatment and control contrast, examining the influence of implementation fidelity on treatment estimates, and both mitigating and accounting for attrition. Our team can support Harris County with conducting randomization all at once using a lottery (if there is a known pool of individuals who would benefit from CCHP supports) or on a rolling basis as Harris County identifies individuals with need.

If Harris County determines that using a lottery or rolling randomization is not feasible, the project team will work closely with Harris County to determine the best quasi-experimental alternative for identifying CCHP impacts. Quasi-experimental studies, when conducted with rigor, can provide firm evidence of impact (Hallberg et al., 2018; McCrary, 2008; Shadish et al., 2001). If randomization is infeasible, we propose one of three quasi-experimental methods—including regression discontinuity, comparative interrupted time series, and propensity-score matching. With **regression discontinuity**, the project team can identify causal effects by leveraging a continuous assignment variable (e.g., housing application score) and discontinuous cut-off (e.g., a score threshold used to assign housing). With these metrics, the team can identify the effect of CCHP on an outcome of interest (e.g., permanent housing). With **comparative interrupted time series**, the project team can use longitudinal data to identify average changes in outcomes between CCHP and comparison individuals following CCHP implementation. Finally, with **propensity-score matching** (which can be used separately or with other quasi-experimental designs) the project team can refine the comparison population to ensure a statistically credible match for the CCHP population.

For all experimental and quasi-experimental designs, the project team will begin collecting baseline data in the second quarter of Year 1, and conduct ongoing data collection at 3 months, 6 months, 1 year, and the third quarter of Year 2 to allow time for final evaluation analysis. During the earlier data collection periods, the project team will provide interim reporting and analysis on participant outcomes across CCHP programs. The team will ensure that proper data-sharing agreements are in place across systems and programs to facilitate timely collection and analysis. Regardless of the evaluation design, we will provide Harris County with a statistically rigorous implementation and impact evaluation of CCHP, focusing on equity and effectiveness.

The reentry data analysis of the justice-involved population in Harris County will also use a mixed-methods approach (Exhibit 3).

Exhibit 3. Phases for Reentry Project



We will conduct a ***comprehensive data scan*** in Year 1 (aligning and leveraging overlapping CCHP evaluation activities), including key informant focus groups to help identify and map relevant data sources for reentry outcomes and metrics. Project team members will collaborate closely with stakeholders or key staff who participate in handling the data sources identified. This data scan will provide a robust picture of the data landscape in Harris County related to reentry, which will result in an interim report detailing the data gaps, sources, types, and descriptions of the variables that are available for analysis. Next, the project team will ***integrate and analyze the collected data***. Where possible, we will create client-level integrated data sets (described further in the data collection section) to examine relevant patterns in reentry across systems. In addition, we will conduct system and community-level analyses to shed light on trends in resource and service provision for returning citizens in Harris County.

Data analyses will include descriptive statistics and data visualizations that describe the sample of individuals returning to Harris County communities from jail and prison. We will examine demographics and outcomes such as criminal history and service utilization. We will assess data patterns to understand the interactions between variables across the entire reentry population, identifying racial disparities and disproportionalities in service use, access, and outcomes. Depending on data quality and availability, we will use inferential statistical tests to examine correlates of successful reentry and how service utilization impacts reentry outcomes. Service utilization data will also inform cost-benefit analyses to identify programs and services that have high impact with reasonable costs for the County. Where possible, we will analyze longitudinal trends in reentry, and create basic time series analyses and graphs to investigate the impact of particular policies or events. The project team has experience in ***data visualization*** and can create a variety of graphs, tables, and infographics to best reflect the patterns in the data using R or Python, which allow for maximum flexibility in design and dissemination.

The project team will also create additional visualization products via ***spatial mapping and dashboards***. Project staff have expertise using location data and spatial methodologies to produce informative maps. Numerous map types are possible based on the available data, including point maps, thematic choropleth maps, density maps, or combinations across map types. Examples of potential spatial analyses and visualizations include (a) comparing neighborhood density of reentry and service locations; (b) comparing neighborhood risk/need factors (from census or local data) and reentry home locations; and (c) travel time/demand

analysis using reentry home locations, Harris County infrastructure, and service or resource locations.

Dependent on data availability and quality, the project team can ***design and develop interactive dashboards*** to provide agencies and organizations with actionable, timely information on the reentry population. The project team will work with agencies to create data pipelines to keep this information up to date and provide TA around maintaining, updating, and changing dashboards to best suit partners' needs. We will collaborate closely with Harris County partners during dashboard creation to assist with meeting agency or organizational needs while creating something that is functional, easy to use, and highly informative.

Upon the completion of dashboards, maps, and other data analysis and visualizations, the project team will convene ***collaborative interpretation sessions*** with key informant groups (e.g., stakeholders, staff, clients) to walk through the findings to further contextualize and enrich the quantitative work. This process may inform additional data analysis, visualization, or dashboard creation. The collaborative interpretation discussions will aid project staff in connecting findings to recommendations and may also provide important insights into the cost-benefit analyses findings. We will produce a final report alongside any dashboards that are created. This final report will also address issues related to outstanding data or research gaps, suggestions for ongoing monitoring of key metrics and outcomes, and suggestions for potential evaluation methodologies and designs to examine specific reentry policies or programs.

Data Sources and Establishment of Baseline Metrics

Please find proposed data sources, baseline metrics, and outcomes for the CCHP evaluation and reentry analysis in Exhibit 4.

Exhibit 4. Proposed Outcomes

CCHP Outcomes

Homelessness data and outcomes			
Category	Data source(s)	Data required	Outcome(s)
Housing Data	HMIS Harris Ctr Community Orgs Coalition for the Homeless of Harris County	<ul style="list-style-type: none"> Client data (with PII, demographics, date/time, services utilized, LOS) Program/service cost Household level data 	<ul style="list-style-type: none"> Type of services/assistance utilized Number of households served Number of homeless persons Number of days in housing assistance (also by type) Duration of assistance Service exit dates/times Number of households who exit to permanent housing outcome Number of successful placements to permanent supportive housing/rapid rehousing Number of households successfully diverted Number of household connected to housing (via family/friends)

Homelessness data and outcomes			
Category	Data source(s)	Data required	Outcome(s)
			<ul style="list-style-type: none"> • Cost per client/household served • Timeframes within CAS (e.g., entry to assessment, assessment to placement) • Number of returns to homelessness (90 day/6 month/1 year/2 year) • Employment status/income growth • Above metrics broken out by demographics to identify disparities (e.g., race, age, gender, veteran status, number of children)
Health Data	Harris County Public Health Dept. Harris Ctr. Medicaid Claims Vital Statistics Texas Dept. of Health	<ul style="list-style-type: none"> • Client-level service utilization (with PII, demographics, date/time, duration of treatment, type of treatment, etc.) • Program/service cost 	<ul style="list-style-type: none"> • Number of mental health and/or substance use treatment stays/visits • Number of Health care visits • Number of ED/hospital visits • Mortality/OD • Medicaid/health care enrollment
Criminal Justice Data	Harris County Sheriff Texas Dept. Criminal Justice Harris County Justice Administration Dept.	<ul style="list-style-type: none"> • Arrest Data (with PII, location, date/time, crime type, demographic information) • Jail/prison data (with PII, incarceration information, charges, etc.) 	<ul style="list-style-type: none"> • Number of arrests • Number of incarcerations • Expungements • Number of homeless persons who receive HOT ID
Program Administration and Implementation Data	Key Informants from CCHP Data Scan CAS HMIS	<ul style="list-style-type: none"> • Key informant interviews with agency staff, individual in-depth interviews with persons experiencing homelessness • CAS service provider data • Service utilization data 	<ul style="list-style-type: none"> • Existing data sources and infrastructure • CCHP processes and implementation procedures • Service location • List of services and wraparound services • Barriers and challenges to service access and use • Current processes and metrics to track performance • Staff client ratio • Staff qualifications • Frequency of client-manager meetings

Reentry Outcomes

Reentry data and outcomes			
Category	Data source(s)	Data required	Outcome(s)
Criminal Justice Data	Houston PD Harris County Sheriff Texas Dept. Criminal Justice	<ul style="list-style-type: none"> Crime (incident-level data with location, date/time, crime type) 	<ul style="list-style-type: none"> Community crime rates
	Houston PD Harris County Sheriff Texas Dept. Criminal Justice	<ul style="list-style-type: none"> Arrest data (with PII, location, date/time, crime type, demographic information) 	<ul style="list-style-type: none"> Rearrests Criminal history (e.g., number of prior arrests, first offense, age at first arrest)
	Harris County Sheriff Texas Dept. Criminal Justice Harris County Justice Administration Dept.	<ul style="list-style-type: none"> Jail/prison data (with PII, date/time, LOS, demographics, charges/severity, status, screening and assessment/needs info, incarceration services/programming received) 	<ul style="list-style-type: none"> Reincarcerations (per client and per time period) Demographic breakdowns to identify disparities in reentry (e.g., race, age, gender, veteran status) Offense type/severity breakdowns (e.g., violent vs. property, felony vs. misdemeanor) Duration of stay(s) Need assessment breakdowns (e.g., mental health, substance use, homeless, education) In-jail service utilization (e.g., how many enrolled, program completion, hours of programming received)
Housing Data	HMIS Harris Ctr Community Orgs Coalition for the Homeless of Harris County	<ul style="list-style-type: none"> Client data (with PII, demographics, date/time, services utilized, LOS) Service locations (with basic program information) Program/service cost 	<ul style="list-style-type: none"> Service utilization (binary indicator) Number of visits Number of days in housing assistance Duration of assistance Type of services/assistance utilized Community-level service availability
Health Data	Harris County Public Health Dept. Harris Ctr. Medicaid Claims Vital Statistics Texas Dept. of Health	<ul style="list-style-type: none"> Client-level service utilization (with PII, demographics, date/time, duration of treatment, type of treatment, etc.) Service locations (with basic program information) Program/service cost 	<ul style="list-style-type: none"> Frequency/duration of mental health and/or substance use treatment Health care visits/duration ED visits/duration Mortality/OD Community-level service availability

Reentry data and outcomes			
Category	Data source(s)	Data required	Outcome(s)
Census Data	ACS	<ul style="list-style-type: none"> Community-level indicators from the ACS 	<ul style="list-style-type: none"> Community-level risk and need (e.g., education, employment, concentrated disadvantage/SES/Gini, demographics)
GIS/Open Data	Harris County Community organizations	<ul style="list-style-type: none"> GIS files/boundaries Addresses to geocode 	<ul style="list-style-type: none"> Locations of community organizations/service locations Public transit Neighborhood/community boundaries Streets
Data Infrastructure and Context	Key Informant focus groups Data Scan	<ul style="list-style-type: none"> Key informant interviews with agency staff, individual in-depth interviews with persons with justice involvement 	<ul style="list-style-type: none"> Existing data sources and infrastructure Data stewards Existing data sharing agreements

Tracking of Program Participants

We recognize that people experiencing homelessness and with justice-system involvement may be difficult to reach and follow over time. These communities face high mobility, economic insecurity, lack of connection, and distrust of government systems. The project team, building on DIR's local knowledge and presence, will partner with Harris County to develop recruitment and retention strategies, such as recruiting from transit-accessible sites that potential participants are likely to visit (e.g., to receive services) or using word of mouth via agency staff and participants (Bonevski et al., 2014). Potential retention strategies include the development of a participant contact database, including preferred contact method and family contact information. To respond to client needs and preferences, we will consider multiple data collection modalities (e.g., online surveys, video or phone calls, in-person). In addition, we will use incentives and participatory approaches to generate greater interest and investment in the evaluation (Bonevski et al., 2014).

Identification of Success Stories

The project team will use qualitative methods (described in the Data Collection section) to identify and describe CCHP and reentry success stories. For CCHP, we will sample 20 participants from the quantitative analysis to deepen understanding of the mechanisms that led to successful outcomes in CCHP. For reentry, we propose focus groups with key informants (10) and justice-involved individuals (20) to identify data metrics and sources to measure successful reentry outcomes. After the reentry data analysis and visualization, we will hold a second convening using collaborative interpretation to examine what successful reentry looks like via clients and key informants' own experiences at their agency or lived experiences with reentry.

Data Management Plan

Data Collection

Comprehensive Data Scan (CCHP and Reentry). This initial step will detail data availability and utility for each project that matches proposed outcome and baseline measures and help the project team determine the feasibility of integrating data across systems. The project team will align data scan activities for CCHP and Reentry where possible, while also exploring distinct

data sources when necessary. The data scan will combine information from key informant and client interviews (CCHP; described below) and focus groups (reentry; described below), as well as review of data documentation from multiple sources and data owners. This process will describe data infrastructure and data-sharing considerations (e.g., key personnel/data stewards, information about data sources, infrastructure, any gaps that require additional data collection).

Existing Administrative Data (CCHP and Reentry). We will use administrative data in both the CCHP implementation and impact studies and the Reentry Data Analysis. The project team will work with relevant agencies and organizations to determine what data are already collected that capture key outcomes and measures outlined in Exhibit 4. We will use the data scan (see above) to identify key personnel/data stewards and provide information about data sources, infrastructure, and any gaps that may require additional data collection. Using the results of the data scan and in consultation with partners, the project team will determine which administrative data sources they will use for the CCHP implementation and impact studies and the Reentry data analysis, taking into account any data-sharing considerations (e.g., prior data sharing agreements), and how to access, integrate, and analyze data.

The project team will work closely with Harris County partners if new data collection methods or systems are warranted, to develop a framework and measures to use in analysis and ongoing monitoring of program outcomes and performance. Ideally, this process would use existing agency or organizational infrastructure (i.e., staff, client-management procedures/software), but the project team can provide TA to help Harris County partners devise the data collection protocol and methods. Depending on the level of need for systems and contingent on available funds and organizational capacity, the project team and Harris County partners may consider contacting outside software vendors that can provide client-management software and training for managing client-level data for monitoring and evaluation. Specifically designed for sensitive data and vulnerable populations, these systems ensure data security and confidentiality are maintained with limited user access and strict database management protocols.

CCHP Survey Data. Although we have identified administrative data elements that might be used for the impact study (Exhibit 4), we anticipate the need to collect additional measures not captured in existing data. The results of the data scan conducted in collaboration with Harris County will inform the necessity of collecting survey data, although examples of potentially uncollected measures include service needs, CCHP experiences, social support, stresses (e.g., experience of discrimination and stigma), or material or health challenges. We provide options for design and selection of CCHP participants and comparison group in the Evaluation Methodology section. The project team will attempt to recruit at least 10% of CCHP participants and comparison group members to participate in a survey in Year 1 and Year 2 (if needed).

Interviews and Focus Groups (CCHP and Reentry). We will recruit (a) CCHP clients and staff from 60 collaborating agencies who are implementing CCHP for interviews (CCHP evaluation) and (b) staff from agencies providing reentry services (e.g., Houston Health Department) and related services in criminal/legal, housing, and health areas, together with justice-involved individuals for focus groups (Reentry data analysis). We will employ purposeful sampling (Patton, 2014), identifying clients across CCHP services (including PSH, RRH, diversion, essential client support services, and navigation), and the coalition of agencies delivering CCHP services (e.g., Coalition for the Homeless, BakerRipley, Career and Recovery Resources), and reentry services (e.g., the Houston Housing Authority). We expect to reach saturation with between 9 and 17 interviews per stakeholder group (e.g., clients, staff) and 4 to 8

focus groups (Hennink & Kaiser, 2021). The project team will obtain consent and provide \$20 incentives to CCHP clients and justice-involved individuals. Interviews and focus groups will last 60 minutes. The following descriptions discuss *interview and focus group* data collection by year and purpose:

- In Year 1, we will conduct Baseline CCHP interviews with clients (20) and staff from a subset of collaborating CCHP provider agencies (30). The purpose of the baseline interviews is to understand client and staff perceptions of CCHP services, service providers, and CCHP implementation, as well as inform the data scan (described above). We will use parallel, but role-specific (e.g., client vs. staff) protocols to assess perceptions of CCHP service providers and services (e.g., services availability, facilities, wraparound services, staff qualifications, barriers and challenges) and the program's benefits, implementation, barriers, and facilitators. Protocols will also identify data metrics and sources that capture program success and describe data infrastructure and data-sharing considerations (see data scan above).
- In Year 2, we will lead Post program CCHP "success story" interviews with 20 participants who achieved successful outcomes in the impact study. The purpose of the success story interviews is to understand the mechanisms through which they achieved success through the CCHP. Individuals who have completed the CCHP interventions and services will be identified purposefully and invited to participate in interviews. Protocols will examine participants' paths into the programs and navigation of those programs, as well as sources of material and social support, and major structural factors that influenced their experience.
- In Year 1, we will convene Reentry Focus Groups with key informants (10) and justice-involved clients (20). The purpose of the reentry focus groups is to identify and map relevant data sources and infrastructure for Harris County's justice-involved population at both the individual and systems levels (see data scan above). The proposed project team will conduct stakeholder mapping to identify and recruit staff from relevant agencies, as well as to recruit clients or potential clients with involvement in the criminal/legal system.
- In Year 2, we will facilitate Collaborative Interpretation of reentry data analysis with the same key informants and justice-involved clients. We will conduct a gallery walk of data visualization of reentry services in Harris County at the individual and system levels. The purpose is for participants to interpret and discuss the results, based on their own experiences at their agency or lived experiences with reentry.

Data Entry, Management, and Quality Assurance

Where possible, Harris County partners will provide existing data streams identified during the data scan process that cover the relevant time periods for analysis. Ideally, the project team will use Personal Identifying Information (PII) or ID variable(s) to link data across systems to build client-level integrated data sets to be used in analysis and evaluation. Reshaping and precleaning data to coerce it into a desired format is often necessary at this stage before starting the integration process. If the data lack common client-level identifiers or IDs, the project team proposes to use PII to match records at the individual level across data sources. To reduce the potential of falsely linking records between two different individuals, we would use a three-technique procedure involving fuzzy matching, weighting, and blocking. We score the matching process with a particular threshold to match results, and then draw random samples and manually inspect them for accuracy. The project team will use R or Python to match across systems.

After creating integrated data sets and compiling nonintegrated data, the project team will clean the data and assess for completeness and accuracy before analysis. This process would investigate patterns of missingness, look for outliers or incorrect values for variables, deduplicate cases, identify value inconsistency, and conduct variable renaming. After this initial cleaning, AIR will run descriptive statistics to determine whether further variable transformation is needed, alongside variable and scale creation as necessary, with diagnostic tests run on newly computed variable scales. If any of the data are location based but lacking associated XY coordinates, we will geocode the addresses to facilitate mapping and analysis using GIS software. We will use standard minimum geocoding hit rate of 85% to determine data quality, but 90% and above is preferable. Similarly, we will aggregate and check for accuracy any data that currently exists at certain spatial levels (e.g., census tracts, zip codes, neighborhoods) or need to be matched to specific geographies. The project team will consult with the data stakeholders to aid in interpreting any data anomalies and to identify potential issues.

For qualitative data, we will record the audio and upload to a secure folder on AIR's server requiring dual authentication. Rev, a third-party transcription service, will transcribe audio files. We will de-identify client files and assign a study ID; for key informant files, we will remove names but retain professional roles. Transcriptions will be saved on a secure AIR folder. AIR research staff with human subjects and data protection training will review transcripts for accuracy, prior to coding and analysis using NVivo software.

Management of Missing Data

Most statistical techniques require complete data and make assumptions about the patterns of missing data that may impact the analysis. Therefore, we will examine patterns of missingness in analytic data sets and determine their utility in the analysis. The missing patterns can be identified both visually and in tabular form using the “naniar” package in R to give an overall impression of where missing values may cluster and if they are related across variables. We will use the missingness analyses to establish what type of missing patterns exist (e.g., MNAR, MCAR, MAR) and to inform how to handle missingness. We recommend multiple imputation by chained equations (MICE), given its flexibility with many variable types (e.g., ordinal, continuous) and superiority to strategies such as case wise deletion or hot deck imputation. Using what information is left in the data, the MICE procedure predicts what could have been recorded in missing data values. It repeats this process multiple times combining the predicted values until a pooled result is obtained (Enders, 2010). This procedure thus improves upon traditional methods because it is better able to handle bias inherent in missing data.

Data Transfer Protocol

After we identify each data source and the relevant variables and ensure data sharing agreements are in place, data steward(s) will consult with the project team to determine how to export administrative data from their system; AIR will collect and house original data using secure internal servers. Due to the sensitive nature of the data, we recommend transferring data in person using secure and encrypted laptops or external hard drives. If this is not feasible, the project team and the data steward(s) can work out a data transfer process via fully encrypted file sharing. We will house the files directly in the AIR Secure Project Portal Restricted (SPP-R) server, which limits user access and requires multifactor authentication for project team members responsible for data cleaning and analysis. In addition, the SPP-R restricts internet access and only allows analysis and file movement within the remote secure environment. Further, AIR will maintain a restricted SharePoint site to house all internal project documentation limited to

authorized staff. After transferring the original files to SPP-R, we will delete the encrypted versions from the secure laptop or external hard drive to eliminate file redundancy. The SPP-R allows project staff to work with government data that includes PII and perform data cleaning and analysis tasks without compromising data security. Where possible, all integrated data sets will be fully anonymized after integration, and those that do not require integration will be anonymized by eliminating PII.

Project Coordination and Timeline

AIR's management framework includes a coherent set of operations systems influenced by our experience and best practices in project management. Project leadership will monitor all ongoing project activities to ensure that they are high quality, on time, and within budget. We manage our projects using task leaders, who will oversee the day-to-day activities within their task and communicating about task progress and quality to the principal investigator/project director and the deputy project director. The project leadership team is supported by research and editorial staff. We describe the project team's qualifications above in the Personnel section.

AIR maintains in-house business systems to support timely financial management of individual projects. Our corporate finance office provides reports with information on project expenditures by task, comparison of spending to budgeted amounts, remaining funds, and staff hours planned and used as they are needed. AIR provides extensive training to project managers and leverages a range of business systems for all projects. Specific examples of this infrastructure include our staff and resource planning and allocation system, a project accounting system to track resources and expenditures, and a cost monitoring and reporting system.

AIR employs a rigorous internal quality assurance (QA) process for research and evaluation projects. We conduct QA to ensure that all products meet or exceed AIR's standards of quality; address an identified need; and are appropriate in depth, scope, and delivery medium for the intended audiences. To maintain a systematic process for quality control, AIR supports its project leadership by implementing the following three key strategies: (1) bimonthly meetings with project managers and members of executive management to review performance, staffing, and potential problems; (2) senior-level QA reviewers, matched for content and methods, who review deliverables; and (3) proactive communication with clients to ensure project completion.

Coordination with Homelessness and Reentry Programs

The project team will work with Harris County stakeholders to ensure broad buy-in. We describe many opportunities for consulting and collaborating with Harris County partners and other stakeholders. For example, we plan comprehensive data scans for both the CCHP and Reentry projects to identify stakeholders and learn about existing services and data infrastructure. Formally, this process will inform the rest of the evaluation. Informally, these activities will also support building relationships with Harris County partners and stakeholders with critical perspectives on this work.

Timeline with Project Milestones

Please see Exhibit 5, below for Timeline with Project Milestones.

Exhibit 5. Project Milestones

	Base Year (Months 1-12)												Second Year (Months 13-24)											
Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
CCHP																								
Administrative																								
Hold kickoff meeting with Harris County	■																							
Develop work plan	■	■																						
Communicate regularly with County and partners	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Deliver interim data sources report					15																			
Deliver quarterly reports to Harris County			15			15			15						15			15			15			
Annual virtual/in-person meetings in Harris County									■	■	15									■	■	15		
Deliver annual report to Harris County										■	■	15												
Deliver finals report to Harris County																					■	■	15	
Qualitative																								
1.1. Draft baseline key informant and client interview protocols for partner review	■	■																						
1.2. Garner partner feedback on protocols		■	■																					
1.3. Address feedback/update plan			■	■																				
1.4. Execute baseline key informant qualitative data collection				■	■	■																		
1.5. Code and analyze key informant interview data					■	■	■																	
1.6. Draft success story interview plan for partner review									■	■														
1.7. Gather partner feedback on plan										■														
1.8. Update plan based on relevant feedback											■	■												
1.9. Conduct success story sampling and interviews																■	■							
1.10. Code and analyze success story interview data																	■	■						
1.11. Create success story showcase																		■	■					
1.12. Develop success story dissemination plan																			■	■				
1.13. Disseminate success story showcase to client and partners																					■	■		

Conducting a Comprehensive Program Evaluation of Homelessness and Reentry Program

	Base Year (Months 1-12)												Second Year (Months 13-24)											
Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Quantitative																								
2.1. Draft initial data scan protocols for partner review																								
2.2. Garner partner feedback on protocols																								
2.3. Address feedback/update plan																								
2.4. Collaborate with appropriate data stewards to request key pieces of quantitative data																								
2.5. Receive and analyze data																								
2.6. Assist grantees with mapping existing data systems																								
2.7. Draft quantitative survey instrument and protocols																								
2.8. Garner partner feedback on quantitative survey instrument and protocols																								
2.9. Address feedback/update quantitative survey instrument and protocols																								
2.10. Recruit CCHP clients to complete quantitative survey																								
2.11. Administer quantitative survey																								
2.12. Receive and analyze quantitative survey data																								
2.13. Develop quantitative survey dissemination plan																								
2.14. Disseminate quantitative survey findings to client and partners																								
Re-Entry																								
Administrative																								
Hold kickoff meeting with Harris County																								
Develop work plan																								
Communicate regularly with County and partners																								
Deliver interim data sources report																								
Deliver quarterly reports to Harris County																								
Annual virtual/in-person meetings in Harris County																								
Deliver annual report to Harris County																								

Conducting a Comprehensive Program Evaluation of Homelessness and Reentry Program

	Base Year (Months 1-12)												Second Year (Months 13-24)											
Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Qualitative																								
3.1. Draft baseline key informant and justice-involved clients focus group and stakeholder mapping protocols for partner review																								
3.2. Submit protocols for partner review																								
3.3. Address feedback/update protocols																								
3.4. Execute first round of key informant qualitative data collection																								
3.5 Draft interpretation of data visualization interview plan for partner review																								
3.6. Gather partner feedback on plan																								
3.7. Update plan based on relevant feedback																								
1.8. Conduct stakeholder co-interpretation of data																								
Quantitative																								
4.1. Create data analysis plan for partner review																								
4.2. Receive feedback on plan																								
4.3. Update plan based on feedback received																								
4.4. Work with partners to identify and gather data streams																								
4.5. Create integrated data sets, establishing client-level identifiers																								
4.6. Clean and analyze data																								
4.7. Collaborate with appropriate data stewards to request key pieces of quantitative data																								
4.9. Assist grantees with mapping and dashboard creation with existing data systems																								
4.10. Receive and analyze data																								

Legend

	Work/Prep	15	Deliverable/Milestone (with date)		Deliverable/Milestone (date TBD)
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Challenges

The dual projects here pose several challenges. First, the project team may need to engage many data stewards to successfully identify and acquire access to necessary data. We will collaborate closely with Harris County partners and other stakeholders across project stages to identify data, and data sharing practices to gain access to relevant data, where feasible. Another major challenge is integrating data from disparate and often isolated data systems. We propose a strategy to match individuals in the absence of common IDs, a three-pronged matching procedure that involves weighting, blocking, and fuzzy matching on client's PII (described in detail above). Finally, we anticipate challenges in reaching and staying connected with participants experiencing homelessness or who have prior justice system involvement. As described above, we will work closely with partner organizations to develop recruitment and retention strategies and build in flexibility to respond to participants' unique circumstances in recruitment, data collection, and follow-up.

4. Minority- and Woman-Owned Business Enterprise M/WBE Utilization Plan and Commitment Form (Goal: 20%)

MINORITY- AND WOMAN-OWNED BUSINESS ENTERPRISE UTILIZATION COMMITMENT FORM

The undersigned has satisfied the requirements of the specifications in the following manner (please check the appropriate space):

☒ The proposer is committed to M/WBE participation on this project equal to or greater than the goal stated in the bid and has submitted WITH ITS BID and attached hereto a Letter of Intent for each M/WBE listed on the utilization form.

OR –

☐ The proposer is unable to meet the goal, is committed to a minimum of _____% M/WBE participation on this contract, and has submitted WITH ITS BID and attached hereto documentation of the proposer's efforts with respect to each of the good faith effort actions listed in the Good Faith Efforts Checklist. Vendors shall also provide a Letter of Intent for the minimum M/WBE participation they are able to meet.

Proposer: American Institutes for Research

By:  8/3/2022
Signature Date

Address: 1400 Crystal Drive, 10th Floor,
Arlington, VA Zip Code: 22202-3289

Telephone No.: (202) 403-6152

Email address: AIRproposals@air.org

**Vendors that are M/WBE and completing the percentage of the goal as the prime for this project shall submit this completed form, a Letter of Intent and their certification(s).

**Vendors may utilize the Letter of Intent form provided within this package or may submit vendors own letterhead.

M/WBE UTILIZATION PLAN

The *M/WBE Utilization Plan* must be completed and submitted by the time specified in the solicitation documents. If the goal was not achieved, good faith efforts documentation must be submitted with the *M/WBE Utilization Plan*. All questions in the Good Faith Efforts Checklist MUST be completed and submitted with the *M/WBE Utilization Plan* if the goal is not met. Attach additional sheets as necessary.

Section I — Project Identification and Goal

Project Name	Conducting a Comprehensive Program Evaluation of Homelessness and Reentry Program
Solicitation Number	21-0317

Project Goal		
M/WBE	20	%

Section II — Prime Company Information

Name of Company	American Institutes for Research
Address	1400 Crystal Drive, 10th Floor
City, State Zip	Arlington, VA 22202-3289
Phone	(202) 403-5000
Name of Contact Person	Carmen Fermin
Email address for Contract Person	AIRproposals@air.org
Telephone number for Contract Person	(202) 403-6152
Is prime company M/WBE certified? (MBE/WBE, DBE, HUB, or 8(a))	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> MBE/WBE Joint Venture <input type="checkbox"/>

I certify that the information included in this *Utilization Plan* is true and complete to the best of my knowledge and belief. I further understand and agree that this *Utilization Plan* shall become a part of my contract with Harris County.

Carmen Fermin, Sr. Director, Pre-Award Business Development

Name and Title of Authorized Representative



Signature

8/3/2022

Date

For County Use Only:

I have reviewed this Utilization Plan and found that the Proposer HAS or HAS NOT complied as per the County M/WBE Policy.

Reviewer

Date: _____

*Tips: Use the name of the firm as listed in the directory.
Ensure the firm is certified in the area in which they are participating on this project.
Ensure the firm's participation is in line with the scope and germane to the project.*

Section III — Utilization Plan Summary

Goals: Proposed Participation		
Proposer's own participation in project	78	%
M/WBE(s): (MBE/WBE, DBE, HUB, or 8(a))	22	%
Non-Certified Subcontractor(s)	0	%
Total Participation (must equal 100%)	100.00	%

Is the stated M/WBE goal of the solicitation met? (If no, provide an explanation below, attach the Good Faith Efforts checklist, and documentation of good faith efforts)

Yes ☒ No ☐

Explanation for not meeting the M/WBE Goal:

For County Use Only:

Verified Goal Attainment:

M/WBE ____%

Section IV — Disclosure of M/WBE Participation

Please list all M/WBE subcontractors below & Duplicate as Needed

Tips: Use the name of the firm as listed in the directory.

Ensure the firm is certified in the area in which they are participating on this project.

Ensure the firm's participation is in line with the scope and germane to the project.

Name of MBE/WBE Certified Firm	Decision Information Resources, Inc.
Certified by:	City of Houston
Address/ City / State / Zip	3900 Essex Lane, Suite 900 Houston, TX 77027
Name of Contact Person	Russell H. Jackson
Email address for Contract Person	rjackson@dir-online.com
Telephone number for Contract Person	832-485-3701
Percent of Subcontract	22%
Description of services	evaluation design, data collection, analyses
6-digit NAICS code for work to be performed	541611

Name of MBE/WBE Certified Firm	
Certified by:	
Address/ City / State / Zip	
Name of Contact Person	
Email address for Contract Person	
Telephone number for Contract Person	
Percent of Subcontract	
Description of services	
6-digit NAICS code for work to be performed	

Name of MBE/WBE Certified Firm	
Certified by:	
Address/ City / State / Zip	
Name of Contact Person	
Email address for Contract Person	
Telephone number for Contract Person	
Percent of Subcontract	
Description of services	
6-digit NAICS code for work to be performed	

SECTION V — Disclosure of Non-Certified Sub-consultants
Duplicate As Needed

Name of Non-Certified Firm	
Address/ City / State / Zip	
Name of Contact Person	
Email address for Contract Person	
Telephone number for Contract Person	
Percent of Subcontract	
Description of services	
6-digit NAICS code for work to be performed	

Name of Non-Certified Firm	
Address/ City / State / Zip	
Name of Contact Person	
Email address for Contract Person	
Telephone number for Contract Person	
Percent of Subcontract	
Description of services	
6-digit NAICS code for work to be performed	

Name of Non-Certified Firm	
Address/ City / State / Zip	
Name of Contact Person	
Email address for Contract Person	
Telephone number for Contract Person	
Percent of Subcontract	
Description of services	
6-digit NAICS code for work to be performed	

SECTION VI—GOOD FAITH EFFORTS CHECKLIST

If the M/WBE goal was not achieved, this good faith efforts checklist and supporting documents must be submitted with the bid. Failure to do so will render the bid non-responsive and cause it to be rejected. Additional efforts after bid submission will not be considered in determining award of this contract. Attach additional sheets as necessary.

☐ Attended pre-bid or pre-proposal meetings scheduled by the County to acquaint Contractors with M/WBEs available to provide relevant goods and services and to inform M/WBEs of subcontracting opportunities.

☐ Solicited through reasonable and available means (*e.g.*, written notices, advertisements) M/WBEs certified in the anticipated scopes of subcontracting of the contract, within sufficient time to allow them to respond. **Attach detailed Contacts Log, including date, method of contact, person contacted and contact information, and the result of the contact.**

☐ Provided timely and adequate information about the plans, specifications and requirements of the contract. Followed up initial solicitations to answer questions and encourage M/WBEs to submit bids or proposals. **Attach evidence of information provided, including the date, *e.g.*, letters, emails, telephone logs, etc.**

☐ Negotiated in good faith with interested M/WBEs that have submitted bids or proposals and thoroughly investigated their capabilities. Evidence of such negotiations includes the names, addresses and telephone numbers of M/WBEs with whom the vendor negotiated; a description of the information provided to M/WBEs regarding the work selected for subcontracting; and explanations as to why agreements could not be reached with M/WBEs to perform the work.

☐ Selected those portions of the contract consistent with the available M/WBEs, including, where appropriate, breaking out contract work items into economically feasible units to facilitate M/WBE participation even when the proposer would prefer to perform those scopes with its own forces. **Provide description of work selected.**

☐ Made efforts to assist interested M/WBEs in obtaining bonding, lines of credit, or insurance as required by the County or the vendor for performance of the contract (if applicable).

☐ Made efforts to assist interested M/WBEs obtain necessary equipment, supplies, materials, or access to manufacturer's pricing, where appropriate.

☐ Effectively used the services of M/WBE assistance groups; local, state, and federal minority or women business assistance offices; and other organizations to provide assistance in the recruitment and placement of M/WBEs.

****This is not an exhaustive list. For additional information, please reference Section IX of the *Harris County M/WBE Program Administrative Manual* located on the DEEO's website at: <https://deeo.harriscountytexas.gov/Supplier-Diversity>**



LETTER OF INTENT TO SUBCONTRACT

Project Number RFQ: 1563877

Project Title Harris County Homelessness Program Evaluation Services

American Institutes for Research (AIR) _____ ("Contractor") agrees to enter a contractual agreement with _____ Decision Information Resources, Inc. (DIR) _____ ("M/WBE Subcontractor"), who will

provide the following goods/services in connection with the above-referenced contract:

Pursuant to Harris County's M/WBE policy, only M/WBE firms which are currently certified with one of Harris County's recognized certifying agencies may be counted towards meeting the M/WBE goal at the subcontracting level.

Insert a brief narrative describing the goods/services to be provided. Broad categorizations (e.g., "electrical," "plumbing," etc.) or the listing of the NAICS Codes in which M/WBE Subcontractor is certified are insufficient and may result in this Letter of Intent to Subcontract not being accepted.

DIR will support AIR as needed with evaluation design, data collection, analyses, and reporting tasks.

for an estimated amount of \$ 209,000.00 or 22 % of the total estimated contract value.


The parties acknowledge that any obligation of the prime contractor to enter into a subcontract agreement or purchase order with the subcontractor is expressly contingent upon the prime contractor entering into a contract with Harris County for the work as defined in the bid/proposal.

This document must be completed in its entirety by the Contractor and signed by both the Contractor and the M/WBE Subcontractor.

Any false statements or misrepresentations regarding information submitted on this form may be a criminal offense in violation of Section 37.10 of the Texas Penal Code.

Contractor agrees to utilize M/WBE Subcontractor in the capacities indicated herein, and M/WBE Subcontractor agrees to work on the above-referenced contract in the capacities indicated herein, contingent upon award of the contract to Contractor.


Signature: Contractor
Carmen Fermin
Print Name
Sr. Director, Pre-Award Business Development 8/10/22
Title Date


Signature: M/WBE Subcontractor
Russell H. Jackson
Print Name
President 08/02/22
Title Date

Revised March 2022

5. Budget, Including Cost Estimates and Budget Narrative

Price: AIR's total T&M price to perform the scope described above is \$938,909.21. The budget submitted assumes the specific set of activities described in this document (e.g., Tasks 1-6 and associated activities). AIR's proposed T&M price by year is shown in Exhibit 6 provided below.

AIR's proposal is predicated on current information from the client about the project requirements and AIR's technical approach and assumptions to fulfill these requirements. Actual costs may change once the scope of work is negotiated or finalized. AIR reserves the right to negotiate final scope of work and price. Any contract award resulting from this proposal is subject to negotiations of the final price and will be based upon mutually agreed to terms and conditions between the parties based on the terms and conditions of job number 210317.

Labor: AIR priced the cost of labor based on the rates provided within AIR's BAFO submitted with the award of Job No. 210317.

Translation and Transcription Services: \$7,200 is budgeted to transcribe interviews.

Supplies/Licenses: The budget assumes annual subscription licenses for up to 3 individuals for mapping and analytic software including ARCGIS, Power BI Pro, Tableau, STATA, NVivo, and Qualtrics for a total of \$24,558.

Travel: AIR acknowledges all travel must follow the Harris County Travel Policy. The budget includes a total of \$15,046 for travel across Years 1-3. The team assumed a 2-day round trip for four AIR staff at the beginning of Year 1 for an initial convening for the CCHP program. A separate 2-day trip for four AIR staff is also included at the end of Year 1 for an initial convening for the reentry program. In years 2 and 3, we assume a 2-day trip for four AIR staff to convene and discuss research findings for each project.

Subcontractor: AIR will partner with Decision Information Resources (DIR) on this project. Dr. Sylvia Epps at DIR will serve as co-PI on the study. DIR will assist with conducting the evaluation and analyzing evaluation data. The total subcontractor cost is \$209,000.

Assumptions: AIR's proposal is based on the following assumptions for each project:

Homelessness

- In year 1, we assume twenty 60-minute key informant interviews and a \$20 gift card for each participant and one round of quantitative surveys with a total sample of 1750 participants with each participant receiving a \$10 gift card.
- In year 2, we assume twenty 60-minute success story interviews with each participant receiving a \$20 gift card.
- The budget includes the cost of transcribing interviews in years 1 and 2.

Reentry

- In year 1, we assume twenty 60-minute key informant interviews with justice involved clients and a \$20 gift card for each participant.

Validity: This offer is good for 120 days from the date of submission. AIR reserves the right to review its submitted pricing to determine additional period(s) necessary for extension of the offered pricing or to revise its price quote after expiration of 120 days or any subsequent offered validity period(s).

Exhibit 6. Proposed T&M Price by Year

Inputs in Yellow

Offeror: American Institutes for Research
Submitted Date: 8/11/2022

		C.C.H.P.	Re-Entry		C.C.H.P.	Re-Entry	
Year 1	Labor Rate	Hrs	Hrs	Total Hours	\$	\$	Total \$
Rate Period - 10/01/22 to 02/28/23							
Co-PD/Qualitative Lead	\$ 191.20	39.00	39.00	78.00	\$ 7,456.80	\$ 7,456.80	\$ 14,913.60
Research Analyst I	\$ 144.14	191.50	191.50	383.00	\$ 27,602.81	\$ 27,602.81	\$ 55,205.62
QA Reviewer	\$ 245.35	11.00	11.00	22.00	\$ 2,698.85	\$ 2,698.85	\$ 5,397.70
Publications	\$ 148.18	6.00	6.00	12.00	\$ 889.08	\$ 889.08	\$ 1,778.16
Rate Period - 03/01/23 to 09/30/23							
Co-PD/Qualitative Lead	\$ 198.85	53.00	53.00	106.00	\$ 10,539.05	\$ 10,539.05	\$ 21,078.10
Research Analyst I	\$ 149.91	268.50	268.50	537.00	\$ 40,250.84	\$ 40,250.84	\$ 80,501.67
QA Reviewer	\$ 255.16	16.50	16.50	33.00	\$ 4,210.14	\$ 4,210.14	\$ 8,420.28
Publications	\$ 154.11	8.00	8.00	16.00	\$ 1,232.88	\$ 1,232.88	\$ 2,465.76
				1,187.00	\$ 94,880.45	\$ 94,880.45	\$ 189,760.89
ODCs							
Supplies/Eqpt/Repairs					\$ 5,271.79	\$ 5,271.79	\$ 10,543.58
Conf/Meeting Participants					\$ 11,785.20	\$ 11,785.20	\$ 23,570.40
Other Direct Costs					\$ 4,057.20	\$ 4,057.20	\$ 8,114.40
Subcontracts					\$ 48,944.00	\$ 48,944.00	\$ 97,888.00
Travel					\$ 4,844.69	\$ 4,844.69	\$ 9,689.38
Total ODCs					\$ 74,902.88	\$ 74,902.88	\$ 149,805.76
Total Time and Materials (Year 1)				1,187.00	\$ 169,783.33	\$ 169,783.33	\$ 339,566.65
Year 2	Labor Rate	Hrs	Hrs	Total Hours	\$	\$	Total \$
Rate Period - 10/01/23 to 02/29/24							
Co-PD/Qualitative Lead	\$ 198.85	50.00	27.00	77.00	\$ 9,942.50	\$ 5,368.95	\$ 15,311.45
Research Analyst I	\$ 149.91	249.00	134.00	383.00	\$ 37,327.59	\$ 20,087.94	\$ 57,415.53
QA Reviewer	\$ 255.16	24.00	12.00	36.00	\$ 6,123.84	\$ 3,061.92	\$ 9,185.76
Publications	\$ 154.11	10.00	5.00	15.00	\$ 1,541.10	\$ 770.55	\$ 2,311.65
Rate Period - 03/01/24 to 09/30/24							
Co-PD/Qualitative Lead	\$ 206.80	70.00	37.00	107.00	\$ 14,476.00	\$ 7,651.60	\$ 22,127.60
Research Analyst I	\$ 155.91	350.00	187.00	537.00	\$ 54,568.50	\$ 29,155.17	\$ 83,723.67
QA Reviewer	\$ 265.37	31.00	17.00	48.00	\$ 8,226.47	\$ 4,511.29	\$ 12,737.76
Publications	\$ 160.27	14.00	7.00	21.00	\$ 2,243.78	\$ 1,121.89	\$ 3,365.67
				1,224.00	\$ 134,449.78	\$ 71,729.31	\$ 206,179.09
ODCs							
Supplies/Eqpt/Repairs					\$ 6,853.32	\$ 3,690.25	\$ 10,543.57
Conf/Meeting Participants					\$ 334.88	\$ 180.32	\$ 515.20
Other Direct Costs					\$ 753.48	\$ 405.72	\$ 1,159.20
Subcontracts					\$ 58,604.00	\$ 31,556.00	\$ 90,160.00
Travel					\$ 3,149.04	\$ 1,695.64	\$ 4,844.68
Total ODCs					\$ 69,694.72	\$ 37,527.93	\$ 107,222.65
Total Time and Materials (Year 2)				1,224.00	\$ 204,144.50	\$ 109,257.24	\$ 313,401.74
Year 3	Labor Rate	Hrs	Hrs	Total Hours	\$	\$	Total \$
Rate Period - 10/01/24 to 02/29/25							
Co-PD/Qualitative Lead	\$ 206.80	63.00	-	63.00	\$ 13,028.40	\$ -	\$ 13,028.40
Research Analyst I	\$ 155.91	338.00	-	338.00	\$ 52,697.58	\$ -	\$ 52,697.58
QA Reviewer	\$ 265.37	36.00	-	36.00	\$ 9,553.32	\$ -	\$ 9,553.32
Publications	\$ 160.27	15.00	-	15.00	\$ 2,404.05	\$ -	\$ 2,404.05
Rate Period - 03/01/25 to 09/30/25							
Co-PD/Qualitative Lead	\$ 215.07	85.00	-	85.00	\$ 18,280.95	\$ -	\$ 18,280.95
Research Analyst I	\$ 162.15	473.00	-	473.00	\$ 76,696.95	\$ -	\$ 76,696.95
QA Reviewer	\$ 275.98	48.00	-	48.00	\$ 13,247.04	\$ -	\$ 13,247.04
Publications	\$ 166.68	21.00	-	21.00	\$ 3,500.28	\$ -	\$ 3,500.28
				1,079.00	\$ 189,408.57	\$ -	\$ 189,408.57
ODCs							
Supplies/Eqpt/Repairs					\$ 10,543.57	\$ -	\$ 10,543.57
Conf/Meeting Participants					\$ -	\$ -	\$ -
Other Direct Costs					\$ -	\$ -	\$ -
Subcontracts					\$ 81,144.00	\$ -	\$ 81,144.00
Travel					\$ 4,844.68	\$ -	\$ 4,844.68
Total ODCs					\$ 96,532.25	\$ -	\$ 96,532.25
Total Time and Materials (Year 3)				1,079.00	\$ 285,940.82	\$ -	\$ 285,940.82
Grand Total Time and Materials (Years 1 - 3)				3,490.00	\$ 659,868.65	\$ 279,040.57	\$ 938,909.21

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Appendix A. Résumés

Kelly King, PhD.....	A-1
Matthew M. Sweeney, PhD	A-6
Ryan Fisher, PhD	A-11
Maura Shramko, PhD.....	A-14
Andrew Swanlund, PhD.....	A-18
Candace Hester, PhD	A-22
Sylvia R. Epps, PhD.....	A-26
Ron McCowan, PhD	A-38

Kelly King, PhD

Proposed Role: Co-Principle Investigator



EXPERTISE

- Technical assistance delivery in juvenile and adult corrections
- Community-based participatory action research
- Designing educational materials for diverse audiences

EDUCATION

- BA, Psychology (Cum Laude), Amherst College, 2008
- MPH, Behavioral Science & Health Education, Emory University, 2011
- PhD, Department of Health, Behavior & Society, Johns Hopkins Bloomberg School of Public Health, 2018

EXPERIENCE

Dr. King has over 13 years of experience working with communities to better understand the root causes of violence, its physical, reproductive, mental and social health consequences, and effective public health approaches to community violence prevention.

Present Position

Senior Technical Assistance (TA) Consultant, American Institutes for Research (AIR) (2020–Present)

Dr. King is a senior TA consultant in the Policy Practice & Systems Change professional service area at AIR with more than a decade of direct experience developing, managing, and evaluating community-based, cross-sector initiatives designed to improve health and reduce recidivism outcomes. As an applied, mixed-methods behavioral scientist, Dr. King is skilled at applying quantitative and qualitative methodologies and evaluation tools to provide impactful, evidence-informed public health solutions and policy recommendations to address pressing social problems.

Core Coach, Corrections & Community Engagement Technical Assistance Center (DOJ), AIR (2020–Present)

CCETAC, funded by the Bureau of Justice Assistance, uses expert knowledge, cross-sector collaboration and relationship building tools in order to provide comprehensive, evidence-based reentry strategies for formerly incarcerated individuals across the country. As a

Core Coach, Dr. King provides training and technical assistance to Second Chance Act grantees within state and local prisons, jails, and community corrections agencies. Informed by her expertise in adult and juvenile criminal-legal systems, as well as topic, location, and population-based resources, Dr. King works alongside fellow AIR experts and a diverse network of national subject matter experts affiliated with the Center in order to design help grantees achieve proposed project goals.

Subject Matter Expert, Center for Addiction Research & Effective Solutions (CARES), AIR (2020–Present)

As a subject matter expert with AIR CARES, Dr. King assists in the formation and execution of data-driven approaches to prevent and reduce negative consequences associated with substance use, incarceration and their intersection. She uses her expertise across all stages of the research process, from conducting environmental scans and comprehensive literature reviews to devising recruitment strategies for “hard to reach” populations, developing and applying qualitative coding frameworks, and applying multivariate statistical approaches to identify effective solutions programmatic and policy solutions.

Federal Collaboration Consultant, Center for Coordinated Assistance to States (OJJDP), AIR (2021–Present)

CCAS provides responsive resources and training and technical assistance to support states, territories, tribal units, and communities in developing a continuum of juvenile justice services—ranging from prevention to intervention to reentry—that aligns with Office of Juvenile Justice and Delinquency Prevention’s (OJJDP) Title II Formula Grants Program. In her role within CCAS, Dr. King, develops resources (e.g., interactive Learning Labs, Fact Sheets, Self-Guided Tools) to assist states in enhancing their collaborative cross-agency and cross-system responses to areas such as youth homelessness, substance use prevention and treatment, and community violence.

Co-Lead TTA Coach, Children Exposed to Violence Training and Technical Assistance Center (OJJDP), AIR (2022–Present)

Dr. King co-designs and leads training and technical assistance activities and provides targeted coaching to OJJDP community-based grantees. Key foci include effective comprehensive community violence prevention and intervention experiences that support family and community responses to children exposed to violence and that improve protective factors that prevent and reduce youth exposure to violence, juvenile violence and delinquency, and victimization.

TA Consultant, Violence Prevention Training & Technical Assistance Center (CDC), AIR (2022–Present)

In her role as TA Consultant, Dr. King supports the Center for Disease Control and Prevention’s project officers in building the capacity of local/ state health departments and CBOs in addressing shared risk and protective factors and health inequities to prevent multiple forms of violence. She coordinates trainings, develops resources, and addresses technical assistance needs for Domestic Violence Prevention Enhancements and Leadership Through Alliances Impact grant recipients.

Selected Professional Experience**Vice President, Research & Health IT, Addiction Policy Forum (2018–2019)**

As Vice President of Research & Health IT for Addiction Policy Forum, Dr. King oversaw the management, finances, staffing, and deliverables for all the organization’s work related to research and technology (4 projects, \$2M per year). In this role, she conducted local, state, and national-level research on a wide range of topics related to substance use disorder (e.g., stigma, mobile health, community-based models) in order to develop public-facing educational resources. During this time, she also provided training and technical assistance to diverse partners across the country working to implement evidence-informed approaches to address substance use disorder, including drug courts, law enforcement agencies, district attorneys, correctional staff, behavioral health providers, and emergency department personnel.

Population Health Manager, Baltimore City Fire Department (2015–2018)

While serving as Population Health Manager for the Baltimore City Fire Department, Dr. King worked in close partnership with academic, governmental, and nonprofit partners to develop, implement, and evaluate a series of innovative, system-level changes to enhance linkages to effective addiction treatment and reduce drug-related overdose fatalities (e.g., coordinating data-sharing to construct a real-time, citywide overdose alert system; co-dispatching peer recovery coaches to the scene of substance use related 911 calls; initiating a first responder Naloxone “leave behind” program; assisting with the launch of a 24-hour behavioral health “stabilization center”). In this position, Dr. King created performance monitoring frameworks, oversaw data

collection, and conducted ongoing mixed methods analyses to determine the efficacy of these interventions in improving city-wide access to behavioral healthcare and social services. During her time with the City, she was appointed to serve as a member of the City's Opioid Fatality Review Committee, High Utilizer Taskforce, Continuum of Care Board, Crisis Response Team Implementation Committee, and Law Enforcement Assisted Diversion Advisory Board.

Project Lead, Here 4 Reentry City Accelerator Project, Baltimore City Mayor's Office of Criminal Justice (2015–2016)

As an independent consultant with the Mayor's Office of Criminal Justice, Dr. King employed a community-based participatory approach to engage a coalition of formerly incarcerated individuals in the co-design of an online space for individuals to connect with peer mentors and link to needed social services, following incarceration. Additionally, Dr. King worked with this team to co-develop a training curriculum to increase understanding, trust and collaboration between Department of Probation & Parole staff and clients under community corrections. This project was the winner of the 2016 Kaiser Permanente Social Innovation Challenge.

Employment History

2020–Present	Senior TA Consultant, AIR
2018–2019	Vice President of Research & Health IT, Addiction Policy Forum
2015–2018	Population Health Manager, Baltimore City Fire Department
2015–2016	Project Lead, Baltimore City Mayor's Office of Criminal Justice
2013–2015	Graduate Research & Teaching Assistant, Johns Hopkins University
2012–2013	Research Associate, Yale University
2011–2012	Research Associate, University of Chicago
2010–2011	Health Research Trainee, New York City Department of Health
2009–2010	Research Assistant, Centers for Disease Control and Prevention

Awards and Honors

Delta Omega Public Health Honor Society
 Sigma Xi Honor Society for Excellence in Research
 Associate Member, American Society of Addiction Medicine, 2020
 Opioid Action Collaborative Member, National Academy of Medicine, 2020
 John Woodruff Simpson Fellowship in Public Health, Amherst College, 2017
 Graduate Student Award in Civic Engagement, MD-DC Campus Compact, 2016
 HRSA Trainee Fellowship, Health Resources & Services Administration, 2015
 Predoctoral Fellowship in Interdisciplinary Violence Research, National Institute of Child Health & Human Development, 2013

Selected Publications

Journal articles

Bergstein, R. S., **King, K.**, Melendez-Torres, G. J., & Latimore, A. D. (2021). Refusal to accept emergency medical transport following opioid overdose, and conditions that may promote connections to care. *International Journal of Drug Policy*, 97, 103296.

Flath, N., Tobin, K., **King, K.**, Lee, A., & Latkin, C. (2019). Maximizing order or harm? Arrests among a social network of people who inject drugs in a large urban city. *Journal of Ethnicity in Criminal Justice*, 17(2), 186-202.

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- Puhl, R. M., Luedicke, J., & **King, K.** (2015). Public attitudes about different anti-bullying laws: Results from a national survey. *Journal of Public Health Policy*, 36(1), 95-109.
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- King, K.**, Latkin, C. & Davey-Rothwell, M. (2015). Love on lockdown: How social network characteristics predict separational concurrency among low-income African American women. *Journal of Urban Health*, 92(3), 460-471.
- King, K.**, Voisin, D., & DiClemente, R. (2014). The relationship between male gang involvement and psychosocial risks for their female juvenile justice partners with non-gang involvement histories. *Journal of Child and Family Studies*, 24(9), 2555-2559.
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- King, K., Voisin, D., & DiClemente, R. (2013). Gang norms and risky sex among adolescents with a history of detention. *Journal of Social Service Review*, 39(4), 545-551.
- Voisin, D., **King, K.**, Schneider, J., DiClemente, R., & Tan, K. (2012). Sexual sensation seeking, drug use, and risky sex among detained youth. *Journal of AIDS & Clinical Research*, S1:017.
- Voisin, D., & Sung Hong, J., & **King, K.** (2012). Ecological factors associated with sexual risk behaviors among detained adolescents: A review. *Children and Youth Services Review*, 34, 1983-1991.

Additional Online Publications

Bradley, C., & King, K. (2015). Stop Racism, Improve Health. Johns Hopkins Public Health Magazine. <https://magazine.jhsph.edu/2015/fall/forum/rethinking-stop-racism-improve-health/index.html>

Selected Presentations

King, K. (2019, March). *“Prison done put a heavy on my mental”*: Incarceration’s impact on Black men’s mental health. Presented at the Academic and Health Policy Conference on Correctional Health: Las Vegas, NV.

King, K. (2018, October). *Putting out fires: Curbing Baltimore’s opioid epidemic*. Presented at the Center on Health, Risk & Society Seminar Series at American University: Washington, DC.

King, K. (2018, June). *Overdose survivors within the 911 system: Lessons learned from the Baltimore City Fire Department*. Presented at the Maryland Harm Reduction Summit: Baltimore, MD.

King, K., Black Bashir, T., Wise, O., Michelson, B., & Reynoso, E. (2017, May). *We’re engaged: Making the big commitment to underrepresented communities*. Workshop presented at the Summit on Government Performance and Innovation: Phoenix, AZ.

King, K., Neely, S., Dinglas, R., Matz, J., & Fletcher, M. (2016, June). *Mobile integrated health/community paramedicine: Improving health and reducing cost in Baltimore City*. Presented at the International Conference on Transport and Health: San Jose, CA.

King, K. & Latkin, C. (2014, May). *Love on lockdown: How social networks shape sexual behavior among African American women with incarcerated partners*. Presented at the Society for Prevention Research Conference: Washington, DC.

King, K. & Voisin, D. (2014, January). *The relationship between male partner gang involvement and risk behaviors among their non-gang involved female partners*. Presented at the Society for Social Work and Research Annual Conference: San Antonio, TX.

King, K. & Voisin, D. (2014, January). *Correlates of gang involvement among detained African American adolescent females*. Presented at the Society for Social Work and Research Annual Conference: San Antonio, TX.

King, K., Puhl, R., Luedicke, J., & Peterson, J. (2013, March). *Eating behaviors, victimization, and desire for supportive intervention among adolescents in weight-loss camps*. Presented at the Eastern Psychological Association Conference: New York, NY.

King, K., Lang, D., Elifson, K., & Wingood, G. (2012, October). *Intimacy and infidelity: Using the theory of gender and power to better understand the sexual realities of African American adolescent women*. Presented at the Institute of Gender and Health’s International Conference: Montréal, Canada.

King, K., Embry, V., Barham, T., Frye, D., and Cooper, H. (2011, November). *“Stand by my man”*: Better understanding African American women’s motivations for maintaining relationships with incarcerated partners. Presented at the American Public Health Association Conference: Washington, DC.

Matthew M. Sweeney, PhD

Proposed Role: Project Director



EXPERTISE

- Experience consulting with local government and law enforcement executives on public policy projects.
- Expertise in Law Enforcement Policy and Practice, Political Violence, Bias Motivated Crime

EDUCATION

- PhD, Criminology and Criminal Justice, Option: Terrorism Studies, University of Massachusetts Lowell, 2022
- MA, Criminal Justice, Option: Security Studies, University of Massachusetts Lowell, 2014
- BS, Criminal Justice (Summa Cum Lauda), University of Massachusetts Lowell

EXPERIENCE

Two years of experience researching and evaluating criminal justice policy. Eight years of experience in criminological research, project management, and program evaluation.

Present Position

Researcher, American Institutes for Research (AIR) (2021–Present)

Receives, gathers, processes, and analyzes criminal or court-generated criminal or juvenile incident data (person level or jurisdiction/place level). Ensures completeness of received information and reconciles inconsistencies by communicating with reporting agency when necessary. Additionally, maintains data files and related documentation on secure project sites per Institutional Review Board requirements. Also, develops data management and analysis plans and executes these plans to achieve project goals.

Selected Professional Experience

Researcher, Institute for Museum and Library Sciences Performance and Reporting (2022–Present)

Work directly with ILMS, a federal agency, to improve its performance measurements and reporting processes.

Collaborate, design, and implement performance reporting procedures including the development and

implementation of a data dashboard and data reporting systems.

Quantitative Lead, Research and Evaluation of Special Education in Institutional Settings (2022–Present)

Oversaw a junior researcher on the collection, organization, and analysis of data on special education instruction in institutional settings, including juvenile detention, mental health, and public health facilities.

Coordinated and collaborated with officials at the facility and state level in developing data collection systems, systemic improvements for data collection, and automated analysis of data to improve service delivery.

Quantitative Lead/Criminal Data Analyst, Research and Evaluation on Tennessee -Recovery Oriented Compliance Strategy (2022–Present)

Collaborated with the local, county, and state officials to retrieve data to analyze the effectiveness of a recovery-oriented court in Tennessee's Fourth Judicial District. Developed and submitted institutional review board materials for the Tennessee Department of Health to receive confidential health information.

Quantitative Researcher, Research on Lowering Violence in Communities and Schools (ReSOLV), National Institute of Justice, American Institutes for Research (2021–Present)

Gathered, cleaned, organized, sourced, and structured open-source socioeconomic and demographic data for locations throughout California to assess structural disadvantages for juveniles. Identified geographic data sources to accurately map and statistically measure socioeconomic barriers to opportunities that impact school safety and student achievement.

Received a California Department of Justice security clearance for complete access to criminal histories. Cleaned, organized, and structured the data for analysis to assess how local level crime influences school safety and student achievement.

Project Manager, Cognitive Behavioral Mentoring Program Evaluation of Reach and Rise, Office of Juvenile Justice and Delinquency Prevention (OJJDP-2016-09167), American Institutes for Research (2021–2022)

Developed quantitative datasets to measure the effective implementation of cognitive-behavioral therapy for at-risk juveniles through surveys and official records. Guided the transformation of the survey data into a quantitative dataset and performed time-series analysis and comparative statistical models.

Developed collaborative relationships with juvenile justice agencies in the jurisdictions involved in the study. Collected juvenile justice records to determine the impact of cognitive-behavioral therapy for juveniles via surveys and official records.

Quantitative Researcher, Pay for Success Feasibility Study, United States Department of Housing and Urban Development (2021–2022)

Collected, organized, and analyzed county and open-source data to determine the feasibility of Prince George's County, Maryland to institute a Pay for Success Model to facilitate a housing first model for individuals leaving correctional institutions to prevent homelessness.

Project Director, Law Enforcement Use-of-Force Tool Kit, Harris County Justice Administration Department (2020–2021)

Gathered qualitative information on law enforcement use of force policies, including 100 national use-of-force policies, 14 Department of Justice consent decrees, and five model use-of-force policies from across the United States. The data helped develop a toolkit for law enforcement agencies that provides a broad policy framework on elements of use-of-force, including the sanctity of human life, public release of departmental orders, and codifying off-duty/out-of-uniform use-of-force policies. Based on this framework, The toolkit provides eight specific policies elements drawn from the national review of policies on the use of deadly force, a duty of intervene policy, a policy on less-lethal weapons, canine officer deployment, shooting at or from moving vehicles, restricting neck restraint procedures, mandating proportional response to resistance, and de-escalation guidance and policies. The toolkit concludes with specific resistance levels that align with law enforcement force options to provide explicit guidance to officers on what force is lawful and policy permissible based on the resistance of a subject.

Project Director, An Evaluation of Harris County Traffic Stop Data in Compliance with the Sandra Bland Act, Harris County Justice Administration Department (2021)

Collected, organized, and analyzed traffic stop demographics and characteristics from the Texas Commission on Law Enforcement. The study provides recommendations for strengthening Harris County's data collection, public engagement and reducing racial and ethnic disparities in traffic stop characteristics and outcomes. In addition, the study resulted in the development of a public-facing data dashboard of traffic stop characteristics and outcomes deviated by demographic information for all reporting jurisdictions in the state of Texas.

Employment History

2021–Present	Quantitative Research Analyst, American Institutes for Research
2021–Present	Adjunct Faculty, Purdue University Global
2020–2021	Justice Policy Research Analyst, Harris County Justice Administration Department
2014–2020	Doctoral Fellow, University of Massachusetts Lowell
2018–2020	Adjunct Faculty, Merrimack College
2015–2015	Student Trainee (Program Management and Analysis), United States Government Accountability Office

Professional Credentials and Certifications

Security Studies Graduate Certificate, University of Massachusetts Lowell

Qualified Social Media Intelligence Analyst, McAfee Institute (Credential: 29539462).

Human Subjects Research Certification, Collaborative Institutional Training Initiative (CITI), Credential ID: 45645649.

Health Information Privacy and Security (HIPS), Collaborative Institutional Training Initiative (CITI), Credential ID: 45645650.

Awards and Honors

Amy Finn Human Spirit Award, University of Massachusetts Lowell, 2020

Outstanding Graduate Student, University of Massachusetts Lowell, 2015

Outstanding Undergraduate Student, University of Massachusetts Lowell, 2013

Professional Affiliations

American Society of Criminology

Academy of Criminal Justice Sciences

International Studies Association

American Society of Political Science

Selected Publications

Sweeney, Matthew M., Chenane, Joselyne, L., & Perliger, Arie. (Forthcoming). The role of demographic diversification of the police force in curbing hate crimes: cross-sectional and longitudinal analyses. *Police Practice and Research: An International Journal*. 00(00). 1-18. <https://doi.org/10.1080/15614263.2021.1919109>.

- Dmello, Jared R., Perliger, Arie, & Sweeney, Matthew. (Forthcoming). The Violence of Political Empowerment: Electoral Success and the Facilitation of Terrorism in the Republic of India. *Terrorism and Political Violence*. <https://doi.org/10.1080/09546553.2020.1761342>.
- Harris, Christopher & Sweeney, Matthew M. (2021). Understanding Police Union Contracts. *Policing: A Journal of Policy and Practice*. 15(1). 622-634. <https://doi.org/10.1093/police/paz042>.
- Sweeney, Matthew M. (2021). An Evaluation of Harris County Traffic Stop Data in Compliance with the Sandra Bland Act. Harris County Justice Administration Department. Houston, Texas. <https://harriscountytexas.legistar.com/View.ashx?M=F&ID=9455974&GUID=14CA15C2-3051-4FAC-833C-80F8AF2A43B2>.
- Cepuran, C., Roy, A., Yáñez Correa, A., Sweeney, M., James, V., Cummings, B. L., & Linder, L. (2021). Data on crime, overall crime trends in the City of Houston and Harris County, ODonnell Consent Decree implementation, and solutions to address violence and support crime survivors. Houston, Texas. Harris County Justice Administration Department. <https://jad.harriscountytexas.gov/Research-and-Reports>.
- Sweeney, M. M., Perliger, A., & Pedahzur, A. (2021). Reconstructing the theater of terror. *Small Wars & Insurgencies*, 32(3), 469-489. <https://doi.org/10.1080/09592318.2020.1794176>.
- Sweeney, Matthew M. & Kubit, Meghan. (2020) Blood and Scripture: How the Islamic State Frames Religion in Violent Video Propaganda. *Dynamics of Asymmetric Conflict*, 13(2), 172-190. <https://doi.org/10.1080/17467586.2019.1680853>.
- Sweeney, Matthew M. (2019) Who can be a Leaderless Resistor: A Case Study Test of Literature-Based Assumptions of Leaderless Resistance. *Studies in Conflict and Terrorism*, 42(7), 617-635. <https://doi.org/10.1080/1057610X.2017.1407480>.
- Perliger, Arie & Sweeney, Matthew M. (2018). United States-Taliban, al-Qaeda, and ISIS: The Failure to Defeat Jihadist Terror. In Lieberman, E. (Ed.), *Deterring Terrorism: A model for strategic deterrence* (pp. 248-267). London, UK. Taylor & Francis Books. <http://dx.doi.org/10.4324/9781315277547-9>.
- Perliger, Arie & Sweeney, Matthew M. (2018). Terrorism: Domestic. In Shapire, Lauren R. & Maras, Marie-Helen (Eds.), *Encyclopedia of Security and Emergency Management*. Geneva, Switzerland. Springer. https://doi.org/10.1007/978-3-319-69891-5_250-1.
- Sweeney, Matthew M. & Perliger, Arie. (2018) Explaining the Spontaneous Nature of Far-Right Violence in the United States. *Perspectives on Terrorism*, 12(6), 52-71. <https://www.jstor.org/stable/26544643>.

Selected Presentations

- Sweeney, Matthew M. (June, 2019). *Sovereign but Not Alone: An Examination of Competition and Cooperation Among Sovereign Citizens Online*. Presented at Terrorism and Social Media Conference. Swansea, United Kingdom.

- Sweeney, Matthew M & Cote, Tyler. (April, 2019). *Competing for Control: A Test of the Intra-Organizational Extension of the Theory of Outbidding*. Presented at the meeting of the International Studies Association. Toronto, ON.
- Perliger, Arie & Sweeney, Matthew M. (April, 2019). *The Terrorism and Media Nexus*. Presented at the meeting of the International Studies Association. Toronto, ON.
- Perliger, Arie & Sweeney, Matthew M. (April, 2018). *Explaining the Spontaneous Nature of Far-Right Violence in the United States*. Presented at the meeting of the International Studies Association. San Francisco, CA.
- Perliger, Arie, Dmello, Jared, & Sweeney, Matthew M. (October, 2017). *The Violence of Political Empowerment: Electoral Success and the Facilitation of Political Violence*. Presented at the joint meeting of the International Studies Association-International Security Studies Section and American Political Science Association-International Security and Arms Control Section. Washington, D.C.
- Perliger, Arie & Sweeney, Matthew M. (October, 2017). *The Nature and Causes of "Spontaneous" Terrorist Attacks*. Presented at the joint meeting of the International Studies Association- International Security Studies Section and International Security and Arms Control Section. Washington, D.C.
- Perliger, Arie, Dmello, Jared, & Sweeney, Matthew M. (April, 2017). *The Violence of Political Empowerment: Electoral Success and the Facilitation of Political Violence*. Presented at the meeting of the Society for Terrorism Research. New York, New York.
- Sweeney, Matthew M. (June, 2017). *The Influence of Decentralization in Authority and Support: The Sovereign Citizen Movement's use of Online Platforms*. Presented at the Terrorism and Social Media Conference. Swansea, Wales, United Kingdom.
- Harris, Christopher and Sweeney, Matthew M. (November, 2016). *Police Union Contracts: An Analysis of Large Cities*. Presented at the meeting of the American Society of Criminology. New Orleans, Louisiana.
- Sweeney, Matthew M. (April, 2016). *Ideological Leaderless Resistance: A Contextual Leaderless Resistance of the Phineas Priesthood*. Presented at the 4th Cadet/Student Conference on Terrorism, Insurgency, & Asymmetric Conflicts. United States Military Academy at West Point. West Point, New York.
- Sweeney, Matthew M. (November, 2015). *Examination of Geographic and Operational Displacement Among African Maritime Piracy*. Presented at the meeting of the American Society of Criminology. Washington, D.C.
- Sweeney, Matthew M., Asbaga, John, Greenberg, Edward, and Malgorzata, Zuber. (March, 2015). *The Effect of Fear on Attitudes toward Security*. Presented at the meeting of the Academy of Criminal Justice Sciences. Orlando, Florida.

Ryan Fisher, PhD**Proposed Role: Quantitative Lead****EXPERTISE**

- Quantitative analysis/research design
- Spatial analysis/data visualization
- Subject matter expertise in criminology, violence prevention, policing, urban sociology
- Public policy work, collaboration with local government and criminal justice executives

EDUCATION

- PhD, Criminal Justice, Temple University, 2021
- MSc, Criminal Justice, Texas State University, 2014
- BFA, Writing, Literature, and Publishing, Emerson College, 2007

EXPERIENCE

7 years of experience in research and evaluation with an emphasis on quantitative and spatial methodology, researcher-practitioner partnerships, data management, criminological theory, and writing.

Present Position***Researcher, American Institutes for Research (AIR) (2021–Present)***

Serves as the data integration coordinator, crime data lead, and spatial analysis consultant for the Research on Lowering Violence in Communities and Schools (ReSOLV) project. Responsible for the integration of quantitative and qualitative data streams to create novel datasets to examine how student outcomes change based on school and community risk and protective factors. Coordinates among and works with data task leads across the different study domains in cleaning and preparing datasets for integration and preparation for analysis. Consults with project leadership on quantitative analyses, including writing code, running models, and reporting results. Serves as the content lead for the cleaning, management, analysis, and archiving of crime data including confidential California Dept. of Justice criminal history data and incident-level crime data from 3 municipalities in the state. Assists with mapping different community-level data at various spatial scales, providing expertise in GIS spatial analysis and visualization.

Selected Professional Experience**Data Manager, Managing Director's Office, City of Philadelphia (2020–2021)**

Member of the leadership team in the Office of Policy and Strategic Initiatives for Criminal Justice and Public Safety, working closely with the Senior Director and other senior leadership to improve City programming and collaboration around public safety. Advised and directed internal departments on data collection, quantitative analysis, and evaluation of proposed and ongoing violence-prevention and criminal justice reform initiatives. Responsible for the creation of data collection mechanisms for various departments and programs to assist with evaluation and regular reporting of outcomes. Acted as the evaluation liaison responsible for managing relationships with researchers and managing a number of evaluations of different violence prevention and justice reform initiatives in the City. Data and analysis coordinator for the roll-out and continued collaboration between various City agencies for the Roadmap to Safer Communities, focused on improving and directing resource allocation to the neighborhoods most at risk for violence. Founding member of inter-agency collaborative working group with other City departments (e.g. District Attorney's office, Philadelphia Police Dept., Public Health Dept.) to perform analyses for City Council related to gun violence and violence prevention.

Research Assistant, Dept. of Criminal Justice, Temple University (2015–2020)

Worked closely with senior faculty on a number of large, federal research grants with an emphasis on quantitative methodology, spatial analysis, and report writing. Was primary research assistant on a Dept. of Homeland Security project with Drs. David Weisburd and Alese Wooditch examining methods for modeling gang intervention strategies. Responsible for the development and coding of an agent-based model of gang-activity and interventions focusing on gang recruitment and violence. Involved in regular meetings, presentations, and report-outs of findings and model development to DHS leadership.

Research assistant on federally funded policing grants with Dr. Jerry Ratcliffe including the Philadelphia Predictive Policing Experiment (PPPE) and Smart Policing Initiative (SPI). As one of the lead assistants on the PPPE, conducted over 100 hours of ride-alongs with officers assigned to the program and was responsible for the qualitative analysis of researcher field notes on police patrol behavior. Developed R and Python code to clean and analyze quantitative crime and secondary data sources. Involved in report and publication writing on the project and assisted with the NIJ data archiving process. The SPI project involved working closely with Philadelphia Police Dept. leadership and district analysts to improve crime analysis and crime prevention initiatives using a hypothesis testing framework.

Assisted Dr. Caterina Roman on the National Institute of Health SAFE project examining community health and safety in 12 jurisdictions across the United States. Worked in conjunction with project leads to collect, clean, geocode, and map hundreds of thousands of crime records across the study sites to prepare for project analyses. Acted as lead data analyst on an NIJ-funded violence victimization study with Dr. Roman assisting with data cleaning and creation of social network datasets in R and Stata using subject interviews on previous victimization experiences. Helped to develop an ego-network analysis plan and documented data processes for publications and reporting.

Employment History

2021–Present	Researcher, American Institutes for Research
2020–2021	Data Manager, City of Philadelphia
2015–2020	Research Assistant, Temple University Dept. of Criminal Justice
2013–2014	Graduate Assistant, Texas State University Dept. of Criminal Justice
2013–2014	Teaching Assistant, Texas State University Dept. of Criminal Justice

Professional Credentials and Certifications

Human Subjects Research Certification, Collaborative Institutional Training Initiative (CITI)
Advanced Social Network Analysis for Law Enforcement, CORE-Lab Naval Postgraduate School, 2017

Professional Affiliations

American Society of Criminology
Academy of Criminal Justice Sciences

Selected Publications

- Ratcliffe, J.H., Taylor, R.B., Askey, A.P., Thomas, K., Grasso, J., Bethel, K., **Fisher, R.**, Koehnlein, J. (2021). The Philadelphia Predictive Policing Experiment. *Journal of Experimental Criminology* 17, 15–41.
- Wooditch, A., **Fisher, R.**, Wu, X., Johnson, N.J. (2020). p-value Problems? An Examination of Evidential Value in Criminology. *J Quant Criminology* 36, 305–328.
- Ratcliffe, J.H., Taylor, R.B., **Fisher, R.** (2020) Conflicts and congruencies between predictive policing and the patrol officer's craft, *Policing and Society*, 30:6, 639-655
- Weisburd, D., Wooditch, A., **Fisher, R.**, Wire, S., Johnson, N. (2019). Estimating the Impacts of Homeland Security Investigations on American Communities: An Agent-based Model Approach. Washington, DC. CINA Biennial Report to U.S. Department of Homeland Security.
- Ratcliffe, J.H., Taylor, R.B., Askey, A.P., **Fisher, R.**, Koehnlein, J. (2018). The Philadelphia Predictive Policing Experiment: Final Report. Award [2014-R2-CX-0002]. Philadelphia, PA. Submitted to U.S. Department of Justice.
- Philadelphia Police Department (2017). Smart Policing Initiative Final Report. Philadelphia, PA. Submitted to Bureau of Justice Assistance.

Selected Presentations

- Fisher, R. et al.; (2021, March) An inter-agency public safety and health approach to analyzing shootings and gun crimes in a major US city during COVID-19. Panel Session International Conference on Law Enforcement and Public Health, Philadelphia PA
- Fisher, R.; (2019, November) An Examination of the Influence of Co-offenders on the Journey to Crime. Panel Session Annual Meeting of the American Society of Criminology, San Francisco, CA
- Fisher, R.; Grasso, J. (2017, November) The Officer Experience of a Predictive Policing Experiment. Panel Session Annual Meeting of the American Society of Criminology, Philadelphia, PA
- Fisher, R.; Howdyshell, L. (2017, November) Organizational Challenges from the Analyst Perspective. Roundtable Session Annual Meeting of the American Society of Criminology, Philadelphia, PA
- Fisher, R.; Ratcliffe, J.H.; Taylor, R.B. (2016, November) Police Responses to Micro-Grid Crime Prediction Technology: Grounded Theorizing. Panel Session Annual Meeting of the American Society of Criminology, New Orleans, LA

Maura Shramko, PhD**Proposed Role: Qualitative Lead****EXPERTISE**

- Content expertise in youth development & health in educational, child welfare, and health systems
- Qualitative methods
- Quantitative methods (secondary data, integrated administrative data)

EDUCATION

- PhD, Family Studies & Human Development, University of Arizona, 2018
- MPP, Advanced Policy Analysis, University of Minnesota, 2012
- BA, American Studies, Macalester College, 2006

EXPERIENCE

10+ years of experience designing and conducting evaluation and research studies in collaboration with state and local partners.

LANGUAGES

- Spanish –Fluent

Present Position***Researcher, American Institutes for Research (AIR) (2022–Present)***

Leads and collaborates on proposals and research (quantitative, qualitative, mixed methods) projects on creating inclusive, supportive environments to promote healthy youth development across settings (e.g., child welfare, schools, community settings).

Selected Professional Experience**Researcher, Systems of Care: Integrating Data for Children's Mental Health, Minnesota Linking Information on for Kids (Minn-LInK), University of Minnesota (2020–2022)**

Served as project lead for integrated data system project on children's mental health, using the Minn-LInK integrated data system, and collaborating with state and local partners to identify mental health relevant data and sources across state departments of education, health, human services, and corrections. Conducted key informant interviews and advanced statistical analyses.

Co-PI, Participatory Action Research: Racial**disproportionality in child maltreatment in Hennepin County (2022)**

Designed participatory action research project to convene stakeholders in Hennepin County to examine the causes and mechanisms leading to child maltreatment reporting and subsequent CPS inequities.

Researcher, YouthLink, Minnesota Linking Information on for Kids (Minn-LInK), University of Minnesota (2021–2022)

Served as lead analyst for quasi-experimental evaluation of YouthLink youth homelessness drop-in case management services using Minn-LInK and administrative data from YouthLink agency.

Mixed-Methods Researcher, Identifying and Supporting Family Connections for Youth Family Connections Project, University of Minnesota (2021–2022)

Led project management and research design for evaluation of pilot program to support youth and young adults who experienced crises (e.g., homelessness, out-of-home placement) in reconnecting to supportive adults in their family. Facilitated participatory planning meetings with community partners, and designed interview and survey protocols for data collection.

Co-PI, Latinx Youth Perspectives of Immigration Policy Context, Deportation, and Family Resilience Processes, University of Minnesota (2019–2022)

Co-led community-based participatory research on anti-immigrant policies, health, and resilience and mental health among immigrant Latinx families. Responsibilities included facilitating community partner meetings, designing research protocols, collecting and analyzing data.

Postdoctoral Fellow, Interdisciplinary Research Training in Child and Adolescent Primary Care, Division of General Pediatrics & Adolescent Health, University of Minnesota (2018–2020)

Led and collaborated on evaluations and research on adolescent health promotion and prevention, in collaboration with local and state stakeholders, including studies of school climate, restorative justice interventions, bullying, mental health and well-being.

Graduate Research Associate, University of Arizona (2015–2018)

Co-led and supported the design, data collection, and analysis of mixed methods and participatory research and evaluation projects focused on equity, racism, and heterosexism, including a youth participatory action research project on educational equity in Tucson schools, a mindfulness intervention with gender diverse children and their parents, and the evaluation of a LGBTQ+ arts-based suicide prevention program.

Research Associate & Consultant, Search Institute (2013–2015, 2018–2019)

Served as Search Institute's project lead and point of contact for international projects, including Save the Children's "Youth in Action" workforce development/education project for out-of-school youth in Burkina Faso, Egypt, Ethiopia, Malawi, and Uganda. Managed day-to-day project operations for international research and evaluation projects in collaboration with partners in low-income countries. Successfully piloted cultural and linguistic adaptations of youth development surveys with more than 2000 youth in 6+ countries. Responsibilities included designing and delivering capacity-building and technical assistance for survey development and testing; collaborating remotely and in-person with diverse multicountry, multiorganizational team on youth education and workforce development research and program implementation; and coordinating translation and cross-cultural adaptation process for youth surveys. Served as Co-PI for cross-cultural adaptation of the Developmental Assets Profile survey in Uganda in collaboration with the Center for Reproductive Health.

Evaluator, State-Operated Services, Minnesota Office of the Legislative Auditor (2012–2013)

Served as member of evaluation team for state-operated services provided by the Minnesota Department of Human Services. Served as analyst, including cleaning and analyzing administrative data, conducting key informant interviews, and contributing to report writing.

Research Assistant, Padres Informados, Jovenes Preparados and Parents for School Success, University of Minnesota (2011-2012)

Conducted observations and managed Spanish data collection for evaluation of Parents for School Success and Padres Informados, Jovenes Preparados culturally specific programming for Latinx families.

Employment History

2022–Present	Researcher, American Institutes for Research
2020–2022	Researcher, Center for Advanced Studies on Child Welfare, University of Minnesota
2018–2020	Postdoctoral Fellow, Division of General Pediatrics and Adolescent Health, University of Minnesota
2018–2019	Consultant, Search Institute
2015–2018	Graduate Research Associate, University of Arizona
2013–2015	Research Associate, Search Institute
2012–2013	Evaluator, Minnesota Office of the Legislative Auditor
2010–2012	Graduate Research Assistant, Humphrey School of Public Affairs and Extension, University of Minnesota

Awards and Honors

R25 Summer Institute on Child Maltreatment (Early Career Trainee), NIH, 2022
 Poster Award for Policy Research, Society for Research on Child Development, 2021
 Joanna Simer Award, University of Minnesota Division of General Pediatrics and Adolescent Health, 2018
 Travel Award for Biennial Conference, 2017, Society for Research on Adolescence
 Fulbright 2017–2018 Student Competition—Semifinalist & Alternate, 2016
 Research and Project Grant, University of Arizona Graduate and Professional Student Council, 2016
 Tinker Field Research Grant, University of Arizona, 2016
 Travel Award, University of Arizona Graduate and Professional Student Council, 2016

Travel Award for Biennial Conference, Society for Research on Adolescence, 2015 Professional Affiliations

Society for Research on Adolescence
 Society for Research on Child Development

Selected Publications

Scales, P. C., **Shramko, M.**, Syvertsen, A. K., & Boat, A. (2021). Relational social capital and educational equity among middle-school students: A person-centered analysis. *Applied Developmental Science*. <https://doi.org/10.1080/10888691.2021.1978846>

Shramko, M., Macias, D.B., Pech, A., Encinias, V., & Romero, A.J. (2021). Counterstory methodology in a university-high school collaboration to center and humanize Latina/o voices. *Journal of Community Psychology*. <https://doi.org/10.1002/jcop.22496>

Brown, C.R., **Shramko, M.**, Garcia-Huidobro, D., Miller, K.K., Brar, P., Ogugua, F., Svetaz, M.V. (2020.) Increased rates of parental separation and anxiety among Latinx youth. *Children and Youth Services Review*. <https://doi.org/10.1016/j.childyouth.2020.105225>

Shramko, M., Gower, A.L., McMorris, B.J., Eisenberg, M.E., Rider, G.N. (2019). Intersections between multiple forms of bias-based bullying among lesbian, gay, bisexual, and queer

youth. *International Journal of Bullying Prevention*. <https://doi.org/10.1007/s42380-019-00045-3>

Shramko, M., Gebru, E., & Scales, P. (2019). *Summary of Themes from Qualitative Data: Youth Focus Group and Interview Insights for World Vision Guatemala*. Minneapolis: Search Institute.

Shramko, M., Toomey, R. B., & Anhalt, K. (2018). Profiles of minority stressors and identity centrality among sexual minority Latinx youth. *American Journal of Orthopsychiatry*, 88(4), 471-482. <https://doi.org/10.1037/ort0000298>

Toomey, R.B., Syvertsen, A.K., **Shramko, M.** (2018). Transgender adolescent suicide behavior. *Pediatrics*. <https://doi.org/10.1542/peds.2017-4218>

Scales, P. C., Roehlkepartain, G., & **Shramko, M.** (2016). Aligning youth development theory, measurement, and practice across cultures and contexts: Lessons from use of the Developmental Assets Profile. *Child Indicators Research*. <https://doi.org/10.1007/s12187-016-9395-x>

Selected Presentations

McPherson, L., **Shramko, M.,** Brown, C.R., Harris, M., Huerta-Apanco, M., Jeon, S., Miller, K., Plattes, M., Prasad, K., Svetaz, M.V. “I see you but you don’t see me”: Latinx/Hispanic youth perspectives on racial/ethnic identity development during a syndemic in a predominantly white state [Poster presentation]. Submitted to the Society for Adolescent Health and Medicine Annual Conference.

Shramko, M., Lucke, C., Piescher, K. (Submitted). *Longitudinal Patterns of Cross-System Social Determinants of Health and Service Use* [Paper presentation]. Submitted to Society for Prevention Research Annual Conference.

Brar, P., **Shramko, M.,** Taylor, S., & Eisenberg, M. (2021, November 3). *Moderating role of school adult connectedness in the association between teen dating violence and mental health* [Paper presentation]. National Council on Family Relations, Virtual.

Shramko, M., Lucke, C., & Piescher, K. (2021, April 9, 2021). Linking cross-system child data to understand patterns of mental health services access [Paper presentation]. Poster presentation accepted at the Society for Research on Child Development 2021 Conference, virtual.

Shramko, M., Harrison, B., & Corey, E. (March 2020). *Evaluating the Title V Needs Assessment through a Trauma-Informed, Intersectional Framework*. Presentation accepted at Association of Maternal & Child Health Programs; conference canceled.

Ulmen, K., **Shramko, M.,** Plower, S., & Hagar-Garman, E. (November 2019). *Youth-focused evaluation to promote positive sexual health development in culturally-specific programs*. Poster presented at the American Evaluation Association Annual Conference, Minneapolis, MN.

Shramko, M., Syvertsen, A.K., & Toomey, R.B. (April 2018). *Developmental assets among lesbian, gay, and bisexual youth: Associations between classes of external assets and well-being*. Poster submitted to the Society for Research on Adolescence Biennial Conference, Minneapolis, MN.

Andrew Swanlund, PhD

Proposed Role: Senior Advisor



EXPERTISE

- Statistics
- Psychometrics and Measurement
- Research Design and Analysis

EDUCATION

- PhD, University of Illinois–Chicago, Educational Psychology, Concentration: Measurement, Evaluation, Statistics, and Assessment, 2016
- MS, University of Minnesota, Statistics, 2005
- BA, Carleton College, Mathematics, 1999

EXPERIENCE

19 years of experience conducting social science research and evaluation

Present Position

Principal Researcher, American Institutes for Research (AIR) (2011–Present)

Design, develop, and manage large-scale research and evaluation projects. Plan, implement, and carry out data management and statistical analysis related to internal and external evaluation and data analysis projects. Apply psychometric models to and provide mentorship in relation to item-response theory and other statistical analysis techniques for examining and reporting on assessment and survey data. Lead internal and external evaluation projects, manage client relationships, and oversee quantitative staff. Conduct data analysis, develop findings, and produce client-ready reports. Produce business opportunities through proposal design and development.

Professional Experience

Co-Principal Investigator, Evaluation of the eMINTS Supporting Effective Educator Development (SEED) Grant (2018–Present)

Lead the 4-year cluster-randomized trial of the effectiveness of the eMINTS STEM professional development program in 58 rural schools measuring impact on student achievement, student nonacademic skills, and teacher practice.

Lead Psychometrician, BSA Building Evidence in Scouting Together Youth Development Surveys (2018–Present)

Provide consultation on youth and adult survey development and direct analyses aimed at survey validation. Produce scaled scores for longitudinal analyses conducted by external partners and researchers.

Project Director, Evaluation of the Investing in Innovation eMINTS Validation Grant (2017–Present)

Direct the 5-year cluster-randomized trial of the effectiveness of the eMINTS train-the-trainer model in 55 schools across four states.

Principal Investigator, J.F. Maddox Foundation, Hobbs Municipal Schools Common Core State Standards Initiative Evaluation (2013–Present)

Evaluate the impact of Common Core targeted professional development and curriculum materials in Hobbs Municipal Schools. Conducted a mixed-methods evaluation utilizing a quasi-experimental comparative interrupted time series design.

Technical Team Lead, Bush Institute, Evaluation of Selected Principal Preparation Programs (2014–2016)

Design and implement quasi-experimental designs to determine the effectiveness of principals trained by select principal preparation programs in five large urban districts.

Statistician, Institute of Education Sciences, Early Career Research Methods Grant (2014–Present)

Work with AIR research team to study short, comparative interrupted time series models in education. Disseminate results through conference presentations, workshops, and peer-reviewed journal submissions.

Lead Technical Analyst, Student Growth, Institute of Education Sciences, Teacher and Leader Evaluation System Study (2012–2014)

Develop and implement models, creating both technical and nontechnical communication materials, and assuring quality for evaluation systems that utilize multiple sources of information on teacher and leader performance, including classroom observations and value-added models. The larger study includes both a research component (multisite randomized control trial) and an implementation component.

Lead Technical Analyst, Texas Education Agency (TEA), Educator Effectiveness Metric Project (2012–2013)

Develop and implement models, creating both technical and nontechnical communication materials, and assuring quality for the evaluation of educator preparation programs and individual educators within a sample of pilot schools.

Principal Investigator and Project Director, Milwaukee Public Schools, Striving Readers Experiment and Evaluation (2009–2012)

Directed a randomized control trial evaluation of the impact of Wisconsin's Striving Readers grant with which Milwaukee Public Schools will utilize the READ 180 reading intervention for their struggling readers in Grades 6–10.

Lead Psychometrician and Senior Analyst, Institute of Education Sciences (IES), Indiana Interim Assessment Study (2009–2013)

Evaluate evidence about whether evidence use in classrooms leads to improved instructional outcomes. This project is an experimental test of the hypothesis that teachers who more often use objective data to monitor student progress to guide choices about day-to-day instructional strategies and practices will produce students who perform better on state assessments.

Lead Psychometrician and Senior Analyst, The New Teacher Project Managing Effective Teachers Gates Project Survey Study (2009–2012)

Psychometric review of existing surveys on teacher working conditions, with the revised survey administered and analyzed as part of the larger Gates study. This project further explores the relationship between teachers' reports of working conditions and the ratings of teacher effectiveness at schools.

Senior Research Associate, Learning Point Associates (2005–2010)

Learning Point Associates merged with AIR on August 1, 2010

Responsibilities continued within AIR.

Employment History

2011–Present	Principal Researcher, AIR
2005–2010	Senior Research Associate, Learning Point Associates
2003–2005	Statistical Analyst/Writer, Data Recognition Corporation
2002–2003	Technical Writer, Datacard Group
2001–2001	Catastrophe Risk Analyst, Benfield Blanch
2000–2001	Usability Testing Consultant, Datacard Group

Professional Affiliations

Society for Research on Educational Effectiveness
 American Educational Research Association
 Association for Public Policy and Management

Publications

Journal articles

- Hallberg, K., Williams, R. T., Swanlund, A. (in press). Improving the use of aggregate longitudinal data on school performance to assess program effectiveness: Evidence from three within study comparisons. *Journal of Research on Educational Effectiveness*.
- Hallberg, K., Williams, R. T., Swanlund, A., & Eno, J. (2018). Short comparative interrupted time series using aggregate school-level data in education research. *Educational Researcher*, 47(5), 295-306.
- Williams, R. T., Swanlund, A., & Miller, S. R. (2014). Measuring instructional differentiation in a large scale experiment. *Educational and Psychological Measurement*, 74(2), 263-279.
- Swanlund, A., & Smith, E. V., Jr. (2010). Understanding Rasch measurement: Developing examinations that use equal raw scores for cut scores. *Journal of Applied Measurement*, 11(4), 432–443.
- Campbell, S. K., Swanlund, A., Smith, E. V., Liao, P., & Zawacki, L. (2008). Validity of the TIMPSI for estimating concurrent performance on the test of infant motor performance. *Pediatric Physical Therapy*, 20(1), 3–10.

Books and book chapters

- Swanlund, A., & Smith, E. V., Jr. (2009). Developing examinations that use equal raw scores for cut scores. In E. V. Smith, Jr. & G. E. Stone (Eds.), *Criterion referenced testing: Practice analysis to score reporting using Rasch measurement models*. Maple Grove, MN: JAM Press.

Professional Presentations

- Swanlund, A., & Neiman, S. (2017, November). *Intraclass correlations and other variance estimates for designing school-climate research studies*. Paper presented at the Annual Fall Research Conference of the Association for Public Policy and Management, Chicago, IL.

- Swanlund, A., Hallberg, K. A., & Williams, R. (2017, March). *Statistical power and autocorrelation for short, comparative interrupted time series designs with aggregated data*. Paper presented at the Spring Conference of the Society for Research on Educational Effectiveness, Washington, DC.
- Swanlund, A., Hallberg, K. A., & Williams, R. (2015, November). *Statistical power for short, comparative interrupted time series designs with aggregated data*. Paper presented at the Annual Fall Research Conference of the Association for Public Policy and Management, Miami, FL.
- Williams, R., & Swanlund, A. (2013, March). *Making sense of unanticipated results: Instructional differentiation and the Indiana Diagnostic Assessment Study*. Paper presented at the Spring Conference of the Society for Research on Educational Effectiveness, Washington, DC.
- Eno, J., Williams, R., Hallberg, K. A., & Swanlund, A. (2013, March). *Using observed characteristics to resolve differences in impact estimates in an RCT replication study*. Paper presented at the Spring Conference of the Society for Research on Educational Effectiveness, Washington, DC.
- Swanlund, A. (2011, June). *Teacher instructional behaviors during year 1 of interim assessment implementation*. Paper presented at the National Conference on Student Assessment of the Council of Chief State School Officers, Orlando, FL.
- Hallberg, K. A., Swanlund, A., & Hoogstra, L. (2011, March). *Supports for high school success: An evaluation of the Texas Ninth Grade Transition and Intervention Grant Program*. Paper presented at the Spring Conference of the Society for Research on Educational Effectiveness, Washington, DC.

Candace Hester, PhD

Proposed Role: Quality Assurance Reviewer



EXPERTISE

- Extensive technical expertise in research design, implementation and evaluation working with administrative and survey data
- Experienced lead of quantitative studies, including leveraging randomized controlled trials and quasi-experimental strategies.
- Certified reviewer for What Works Clearinghouse Group Design Standards

EDUCATION

- PhD, University of California–Berkeley, Public Policy, 2014
- MA, University of California–Berkeley, Economics, 2012
- MPP, University of California–Berkeley, Economics, 2012
- BSE, Princeton University, Operations Research and Financial Engineering, 2003

EXPERIENCE

8 years of experience designing and conducting research studies.

LANGUAGES

- Native English Speaker
- Basic Spanish Speaker

Present Position

Principal Researcher, American Institutes for Research (AIR) (2014–Present)

Manages mixed-methods projects, including with a focus on designing rigorous mixed methods research, implementing research strategies, perform analysis including with large quantitative data sets; collaboratively interpret and disseminate findings through clear and accessible writing and presentation. Dr. Hester manages client pursuits focused on expanding inclusive pathways to thriving, including as a part of the Regional Education Laboratory Southwest Arkansas partnership since 2018. Dr. Hester also manages an ongoing \$250K per year contract with the San Francisco Department of Children Youth and their Families.

Selected Professional Experience

Principal Investigator, Evaluation of Oakland and Richmond’s Neighborhood Opportunity and Accountability Board (NOAB), AIR Equity Initiative, AIR (2022–Present)

AIR is supporting The National Institute for Criminal Justice Reform’s (NICJR) with an implementation and impact evaluation of their Neighborhood Opportunity and Accountability Board (NOAB) in the cities of Oakland and Richmond, California. The evaluation will contribute to the evidence base on community-centered

violence prevention approaches to facilitate health equity. As principal investigator, Dr. Hester oversees all aspects of the work from client communications, research design, and project execution. Dr. Hester is also collaborating with local stakeholders to support accessible dissemination of project findings.

Project Director & Quantitative Task Lead, Evaluation of San Francisco Justice Services, Mentorship, and Youth Workforce Development Programs, The San Francisco Department of Children, Youth and their Families, AIR (2019–Present)

This 5-year mixed-methods study of San Francisco’s Department of Children, Youth, and their Families Justice Services, Mentorship, and Workforce Development Programs uses a rich combination of participation reports, agency and grantee interviews, participant case reviews, interviews, and focus groups, as well as a matched comparison outcomes analysis to understand the collective implementation and impact of programs. Outcomes data include a collection of records from the California Department of Justice Criminal Offender Records, San Francisco District Attorney records, California Employment Development Department Records, and San

Francisco Unified School District records. Dr. Hester directs client communications and collaborates and coordinates with stakeholders to ensure that youth, young adults, families, community-based organizations, educators, employers, and justice agencies are empowered to participate meaningfully in the study. In addition, she leads quantitative analyses, writes reports, and disseminates findings.

Principal Investigator, Evaluation of High Quality and Equitable Higher Education in Prison Programs, Ascendium Foundation, AIR (2021–Present)

With this study, AIR aims to better understand whether and to what extent distance postsecondary programming can provide high quality and equitable education access and outcomes for incarcerated students. The study team is guided by a Program Quality and Equity Rubric developed by the project team using the existing literature and under the guidance of an expert panel and relevant literature. The has recruited eight programs that lead to a credential or degree, cover a variety of fields of study, offer distance programming, and show promise based on the Program Quality and Equity Rubric. Under the guidance of Dr. Hester, the team is examining the implementation and outcomes associated with the use of distance educational practices in these eight sites.

Arkansas College and Career Readiness Research Partnership Lead, REL Southwest (2018–Present)

Serves as the research lead for a researcher practitioner partnership in Arkansas focused on improving college and career readiness outcomes for all students, with a focus on examining differences in outcomes by student gender, race/ethnicity, eligibility for the National School Lunch Program, English learner status, disability status, and the geographic locale of the students' school district. This role involves supporting state and district partners in developing a portfolio of research studies and activities to address the partnership aims for serving all students equitably.

Principal Investigator, Study to Identify the impact of nudge communication mode, presentation, and sender on parental visits to Arkansas state literacy program website, Institute for Education Sciences, Arkansas Department of Education, REL Southwest (2020–Present)

REL Southwest is assisting Arkansas Department of Education (ADE) in examining the implementation and impact of a communication campaign to encourage parent engagement with their Reading Initiative for Student Excellence (R.I.S.E.) literacy website. ADE will deliver a set of electronic communications to households within each participating school, using parent contact information associated with the households. Using a school-level factorial design, AIR will estimate the impact of each of (1) Mode of the communication (email vs. a combination of email and text messages), (2) Presentation of the communication (text vs. text and graphic), and (3) Sender of the communication (whether emails or texts are sent by the school principal or generically by ADE). I oversee research design; manage the relationship between the messaging vendors, ADE, and the analysts; and guide and monitor project execution.

Project Investigator & Quantitative Task Lead, Identifying Valid Indicators of College and Career Readiness and Success, Institute for Education Sciences, Arkansas Department of Education, REL Southwest, AIR (2017–2021/Ongoing)

REL Southwest is supporting the Arkansas Department of Education to update evidence on which student-level K–12 indicators are best suited for predicting college and career readiness

and success. To ensure the highest predictive accuracy of the indicators chosen, REL Southwest used a combination of machine learning random forests and logistic regression to isolate the variables best suited for predicating postsecondary readiness and success. Dr. Hester directed client communications and led quantitative analyses to support all project activities. Dr. Hester also lead collaborative meaning making sessions with clients to interpret findings and design dissemination strategies to engage broad Arkansas and national stakeholders. Early-stage collaborative interpretation has spawned supplemental analyses (currently underway) through which Dr. Hester and collaborators will estimate and share any differences in indicator accuracy and strength by student group (including race/ethnicity and gender) which can support the states' interrogation of the barriers and facilitators of equity gaps in later life success.

Employment History

2021–Present	Principal Researcher, AIR
2017–2021	Senior Researcher, AIR
2014–2017	Researcher, AIR
2007–2013	Research Assistant, University of California-Berkeley
2007–2013	Instructor, University of California-Berkeley
2007–2008	Analyst, Oakland Unified School District
2003–2007	Teacher, Oakland Unified School District

Selected Publications

Journal articles

- “Identifying Indicators that Predict Postsecondary Readiness and Success in Arkansas.
REL 2021-091 with Stephen Plank; Chenna Cotla; Paul Bailey; and Dean Gerdeman.
Available at <https://eric.ed.gov/?id=ED613040>
- “The Contribution of School and Classroom Disciplinary Practices to the School to Prison Pipeline” book Chapter with Routledge Publishers in the third edition of the *Handbook of Classroom Management: Research, Practice, and Issues*, edited by Ed Sabornie and Dorothy L. Espelage) (2022) with David Osher, Stephen Plank, and Scott Houghton
- "Networked Improvement Community for Improving Access to Effective Teachers: Initiative Evidence of Effectiveness" *Working Paper submitted to the Journal of Public Policy Analysis and Management* (2017) with Natalya Gnedko-Berry, Trisha Borman, and David Manzeske
- "The Evolution of Gender Employment Differentials within Racial Groups in the United States" *Journal of Legal Studies* 41.2 (2012) with Chris Meyer and Steven Raphael

Technical reports

- Fulbeck, E. S., Citkowicz, M., **Hester, C. H.**, Manzeske, D., Yisak, M., & Eisner, R., (2016). *Newark Public Schools and Newark Teachers Union Teacher Contract Evaluation: Year 1 Report*. Washington, DC: American Institutes for Research.
- Fulbeck, E. S., & **Hester, C. H.**, (2015). *Implementation and Scale-Up: Teachers' Perspectives on the Integration Grants Program in Colorado*. Washington, DC: American Institutes for Research.

- Hester, C.** (May, 2009) *A method to identify at-risk students and successful teachers: Dropout prevention in Oakland Unified School District.*
- Hester, C.,** Massengale, N., & Drummond, K., (2019). *Brookview Literacy Initiative Implementation and Impact Evaluation: Year 4 Report.* Washington, DC: American Institutes for Research.
- Hester, C.,** Massengale, N., & Drummond, K., (2018). *Brookview Literacy Initiative Implementation and Impact Evaluation: Year 3 Report.* Washington, DC: American Institutes for Research.
- Hester, C.,** Massengale, N., & Drummond, K., (2017). *Brookview Literacy Initiative Implementation and Impact Evaluation: Year 2 Report.* Washington, DC: American Institutes for Research.
- Hester, C.,** Massengale, N., & Drummond, K., (2016). *Brookview Literacy Initiative Implementation and Impact Evaluation: Year 1 Report.* Washington, DC: American Institutes for Research.
- Hester, C.,** Rein, E., & Chavez, S., & Bos, J., (2017). *GradGuru Evaluation.* Washington, DC: American Institutes for Research.
- Potemski, A., **Hester, C. H.,** Medway, R., & Cushing, E. (2015). *Implementation and Scale-Up: Teachers' Perspectives on the Integration Grants Program in Louisiana.* Washington, DC: American Institutes for Research.
- Stern, D., **Hester, C.,** Saroyan, P. (July, 2013). *Longitudinal Description of Students in California Partnership Academies.*
- Stern, D., **Hester, C.,** Saroyan, P. (July, 2012). *Comparing students in each California Partnership Academy with non-Academy students at the same high school, 2009-10.*
- Stern, D., **Hester, C.,** Saroyan, P. (July, 2012). *Profile of California Partnership Academies, 2009-10.*

Sylvia R. Epps

- Over 20 years of evaluation and research experience focused on ensuring the quality of evaluation, technical assistance, and data collection and analysis studies
- Over 14 years of experience directing large scale multi-site and multi-year data collection efforts (Web, phone and field surveys), instrument design, and data analyses, with hard-to-reach populations
- Twelve years monitoring randomized control trial (RCT) evaluations and providing reviews of study designs and analysis plans.
- Over 10 years of experience managing the research staff, leading the executive team, and fostering client relationships

EDUCATION

Ph.D., Human Development and Family Sciences, University of Texas at Austin, Austin, Texas

M.A., Human Development and Family Sciences, University of Texas at Austin, Austin, Texas

B.S., Human Development and Family Sciences, University of Texas at Austin, Austin, Texas

QUALIFICATIONS

Dr. Epps is the Chief Operating Officer and Director of Research Operations at Decision Information Resources, Inc. She completed her undergraduate and doctoral studies in Human Development at the University of Texas at Austin and postdoctoral training at the Harvard Graduate School of Education. Dr. Epps has more than 18 years of experience designing and leading large-scale random assignment experiments, quasi-experimental studies, and multi-mode data collection efforts, many focused on underserved populations and children. Currently, Dr. Epps is leading the study design, recruitment strategy, and impact and outcome data collection for a place-based, culturally responsive evaluation of the George Kaiser Family Foundation's Birth through Eight Strategy for Tulsa (BEST), an initiative that provides families with supports in the earliest years of a child's life to help break the cycle of intergenerational poverty. She is also working with colleagues at the UTHealth School of Public Health and Rice University to design and implement formative, process, and outcome evaluations of three mental health initiatives of the Texas Child Mental Health Care Consortium (TCMHCC). Dr. Epps has published longitudinal studies on low-income children's contexts of development from an ecological systems perspective, and regularly participates in institutes and conferences through the American Evaluation Association focused specifically on culturally responsive practices. Dr. Epps was recently honored by the Houston Business Journal as a "40 Under 40" awardee, named a 2020 TRIO Achiever by the Texas TRIO Association, and selected as an Affiliate Researcher for the Center for Culturally Responsive Evaluation and Assessment (CREA) at the University of Illinois at Urbana-Champaign.

PROFESSIONAL RESEARCH EXPERIENCE**Decision Information Resources, Inc.**

Houston, Texas

Chief Operating Office

Executive Vice President

2008–present

2020–present

2015 - 2020

S. Epps

Director of Research Operations	2013 - present
Senior Researcher	2010 - 2013
Senior Research Associate	2008 - 2010

Evaluation of Project CHANGE **2022–present**

Client: Lupus Therapeutics (LT)

Role: *Project Director*

Collaborates with the project and evaluation team, as well as the steering committee and community stakeholders, on designing and implementing a process evaluation of LT's Project CHANGE, which seeks to increase representation of people of color in lupus clinical research, a disease that disproportionately affects African Americans – particularly women. As evaluation task lead will work collaboratively to carry out a developmental evaluation approach grounded in culturally responsive evaluation principles that blend participatory and equitable evaluation elements. Will contribute to the development of qualitative research protocols and interview guides, as well as survey tools and measures, liaise and collaborate with community stakeholders, lead and support data collection efforts (e.g., in-depth interviews, focus groups, surveys), and analyze and report findings.

George Kaiser Family Foundation's (GKFF's) Birth through Eight Strategy for Tulsa (BEST) Phase II Evaluation **2017–present**

Client: American Institutes for Research (AIR)

Role: *Project Director*

Serving as project director for the BEST initiative's phase II evaluation study design, recruitment strategy, and data collection plan. Overseeing the Cohort 1 start-up activities (and pilot) that include a one-month post-recruitment CATI interview with parents of kindergarteners (~550) and newborns (~630). The study also includes a 30-month ethnography focused on 40 families across two cohorts of parents of newborns and two cohorts of parents of kindergarteners.

National Evaluation of the Truth, Racial Healing and Transformation Enterprise **2017–present**

Client: W.K. Kellogg Foundation

Role: *Project Director*

Leads the development and implementation of a formative, multi-year national evaluation of the Truth, Racial Healing & Transformation (TRHT) enterprise across 14 sites. Will lead the development of data collection tools and systems to support the evaluation including a national evaluation protocol, stakeholder surveys, and social network metrics. Will lead and oversee all data collection activities and analysis of data collected through site visits, focus groups, observations, and document review.

S. Epps

Job Corps WIOA National Follow-up Data Collection

2017–present

Client: National Office of Job Corps/U.S. Department of Labor

Role: *Senior Advisor*

Supports the implementation of surveys and provides general resource management for the Job Corps Workforce Innovation and Opportunity Act (WIOA) National Data Collection. DIR provides infrastructure, data processing and analytical support for WIOA reporting requirements and continuous program improvement. Activities include refining the new survey system, collecting and analyzing survey data, preparing routine and specialized reports, and providing evaluative analyses and recommendations to ensure the continuous improvement of the system.

Understanding the Effectiveness of Making Proud Choices!

2016–2020

Client: Mathematica Policy Research, Inc./U.S. Department of Health and Human Services/Office of Adolescent Health

Role: *Quality Assurance*

Provided general management for two web-based data collection instruments focused on program attendance and fidelity, and classroom observations. Preparation for full evaluation study, which will include recruitment, training and management of field staff as well as project management and data collection oversight.

The Small Loan Study/Grameen America

2015–2020

Client: MDRC

Role: *Quality Assurance*

Led longitudinal data collection efforts for an evaluation of a microloan study with 1,500 sample members. Assisted with the 6-month, 18-month, and 36-month fielding efforts, which employs a CATI-Field methodology. Provided general management for the survey effort and client management.

Multi-Tiered Systems of Support for Behavior Data Collection

2015–2019

Client: MDRC/U.S. Department of Education, Institute of Education Sciences

Role: *Deputy Project Director*

Oversaw the work of DIR staff responsible for informed consent, site visits, teacher ratings, staff surveys, and classroom observations in 89 schools across 9 districts nationwide. Directed data collection for the MTSS-B Teacher Survey on Student Behavior with a sample of more than 1,950 teachers and 31,000 students in fall 2015, spring 2016, and spring 2017, as well as the MTSS-B Staff Survey with a sample of approximately 5,700 teachers and non-instructional staff. Acted as a senior site liaison with district staff and school principals to coordinate and answer questions about data collection activities.

S. Epps

HUD Rent Reform Demonstration—Long-term Follow-Up Survey **2018**

Client: U.S. Department of Housing and Urban Development (HUD)

Role: *Project Investigator/Director*

Will oversee all aspects of DIR's work on the 36-month follow-up survey including project planning, instrument design and programming, management and reporting, data collection, and final reporting.

Job Corps Data Integrity, Program Evaluation and Statistical Support **2013–2018**

Client: National Office of Job Corps/U.S. Department of Labor

Role: Senior Advisor

Supports the programming, piloting, and implementation of student safety and satisfaction surveys, as well as providing general resource management, as part of the Job Corps Data Integrity contract.

Subsidized and Transitional Employment Demonstration **2012–2018**

Client: MDRC

Role: *Project Director*

Managed the implementation of a five-year random assignment study of the STED demonstration project for MDRC. Led the review of 6-, 12-, and 30-month instruments; assisted with developing training materials for both CATI and field; provided general management for the STED survey effort; and ensured the completion of 5,600 interviews in each wave. Analyzed and reported on significant paradata findings that could prove useful to future studies.

Evaluation of Paycheck Plus **2015–2017**

Client: MDRC

Role: *Quality Assurance*

Led the review of a 30-month survey instrument, assisted with developing training materials for both CATI and field, provided general management for the survey effort, and ensured the completion of 4,000 interviews.

Study of Implementation and Outcomes for Upward Bound and Other TRIO Programs **2012–2016**

Client: U.S. Department of Education

Role: *Task Leader*

Managed the implementation of a web survey of 820 Upward Bound project directors. Designed the survey instrument. Conducted data analysis. Wrote report of the findings.

Effectiveness of Promising Strategies in Federal College Access Programs **2016**

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S. Epps

Client: Abt Associates/U.S. Department of Education, Institute of Education Sciences

Role: *Quality Assurance*

Provided general management for the instrument review, testing, programming, piloting, and project survey data collection for the Demonstration of Find the Fit, with a sample size of 194 project directors and 95 percent response rate.

The Developmental Math Acceleration Study

2014–2016

Client: MDRC/U.S. Department of Education, Institute of Education Sciences

Role: *Project Director/Quality Assurance*

Assisted client with survey development and managed the programming and testing of a web survey. Managed the implementation of a mixed-mode (Web-CATI) data collection effort to complete 1,500 surveys. This random assignment experiment tested the effectiveness of developmental math courses.

Design of the Middle Grades Longitudinal Study of 2016–2017 (MGLS: 2017)

2013–2015

Client: U.S. Department of Education

Role: *Task Leader*

Designed the survey instruments for parents and school administrators. Organized content review panels. Implemented field tests. Produced reports.

Evaluation of the Social Innovation Fund SaveUSA Study

2012–2015

Client: MDRC

Role: *Quality Assurance*

Designed and reviewed the survey instrument, trained CATI interviewers, and produced the survey analysis file. Managed the implementation of mixed-mode (CATI-Field) data collection effort to complete 1,200 surveys. This random assignment experiment tested the effectiveness of sector focused training programs.

Evaluation of the Social Innovation Fund Work Advance Study

2012–2015

Client: MDRC

Role: *Quality Assurance*

Designed and reviewed the survey instrument, trained CATI interviewers, and produced the survey analysis file. Managed the implementation of a mixed-mode (CATI-Field) data collection effort to complete 1,500 surveys. This random assignment experiment tested the effectiveness of sector-focused training programs.

Schools for Educational Evolution and Development Evaluation

2013–2014

S. Epps

Client: MDRC

Role: *Project Director/Quality Assurance*

Assisted client with survey development and managed the programming and testing of a web survey. Managed the implementation of mixed-mode (Web-CATI-Field) data collection efforts to complete ~200 surveys. The Schools for Educational Evolution and Development (SEED) Foundation is a national nonprofit that partners with urban communities to provide innovative educational opportunities that prepare underserved students for success in college and beyond. This random assignment experiment tested the effectiveness of the SEED school in Washington, D.C.

Success for All Evaluation

2011–2013

Client: MDRC

Role: *Senior Advisor*

Provided senior support on quality control for child assessment data collection and data processing. Assisted project director with quality control procedures and fielding plan.

Evaluation of the Opportunity New York City Program Work Rewards

2011–2012

Client: MDRC

Role: *Project Director*

Designed and reviewed the survey instrument, trained CATI interviewers, and produced the survey analysis file. Managed the implementation of a mixed-mode (CATI-Field) data collection effort to complete 1,100 surveys. This random assignment experiment tested the effectiveness of work rewards for employment and housing.

Evaluation of the Expanding College Opportunities Project

2011–2012

Client: Stanford University

Role: *Project Director*

Designed and reviewed the survey instrument, managed the programming and testing of web surveys, and produced the survey analysis file. Managed the implementation of a mixed-mode (Web-CATI) data collection effort to complete 15,000 surveys. This random assignment experiment tested the effectiveness of providing students with support during the college application process for two cohorts of high school years and college freshmen.

Evaluation of the Opportunity New York City (ONYC) Program Family Rewards, Wave 2

2010–2011

Client: MDRC

Role: *Project Director*

S. Epps

Designed and reviewed the survey instrument, trained CATI interviewers, and produced the survey analysis file. Managed the implementation of mixed-mode (CATI-Field) data collection effort to complete 3,000 surveys. This random assignment experiment tested the effectiveness of family rewards for employment and children's school attendance and achievement.

Identifying Potentially Successful Approaches to Turning Around Chronically Low Performing Schools

2010–2011

Client: American Institutes for Research/U.S. Department of Education

Role: *Senior Researcher*

Served as DIR's primary analyst, with responsibility for designing data requirements and conducting the descriptive analysis and reporting of survey data. This study, which included a survey of 750 schools and 36 case study site visits, sought to identify schools that have shown marked improvement in a short period of time; explore the policies, programs and practices (PPPs) used by these turnaround (TA) schools; and compare them to strategies adopted by schools that have not improved with the goal of identifying those that held greatest promise for further rigorous analysis.

Evaluation of the California Cash for College Performance-Based Scholarship Study

2009–2011

Client: MDRC

Role: *Co-Project Director*

Assisted the client with instrument design and review, developed training materials and trained CATI interviewers, and produced the survey analysis file. This follow-up survey of community college participants in California consisted of mixed-mode data collection by Web and telephone. The 2010 cohort 1 survey was conducted with 2,310 sample members. Cohort 2 was conducted in May 2011 with 2,850 sample members.

Evaluation of the Opportunity New York City Program Child AddOn Study

2010

Client: MDRC

Role: *Project Director*

Designed and reviewed the survey instrument, trained CATI interviewers, and produced the survey analysis file. Managed the implementation of mixed-mode (CATI-Field) data collection effort. This random assignment experiment tested the effectiveness of family rewards for employment and children's school attendance and achievement. The sample consisted of parent-child dyads.

Evaluation of the TANF Educational Assistance Program Performance-Based Scholarship Study

2009–2010

S. Epps

Client: MDRC

Role: *Project Director*

Assisted the client with instrument design and review, developed training materials and trained CATI interviewers, and produced the survey analysis file. This 12-month follow-up survey of community college participants in Ohio consisted of mixed-mode data collection by Web and telephone.

Case Study of the Community Health Leaders Program

2009–2010

Client: Robert Wood Johnson Foundation

Role: *Project Director*

Led a qualitative case study of eight community health leaders, developed the questionnaire, coordinated site visits, conducted interviews, and prepared a summary report, highlighting each case. Data were collected through in-person and telephone interviews.

Analytical and Technical Support for Advancing Educational Evaluations

2008–2010

Client: Mathematica Policy Research, Inc./U.S. Department of Education,
Institute of Education Sciences

Role: *Senior Researcher*

Assisted with monitoring the activities of the Southwest, Southeast, Northwest, and Pacific Regional Education Laboratories in their implementation of education-based randomized trials. Reviewed study plan designs and analytic plans and served as a liaison between DIR and the Institute of Education Sciences.

Evaluation of the Opportunity New York City Program

2008–2009

Family Rewards, Wave 1

Client: MDRC

Role: *Senior Research Associate*

Designed and reviewed the survey instrument, trained CATI interviewers, and produced the survey analysis file. This random assignment experiment tested the effectiveness of family rewards for employment and children's school attendance and achievement.

Data Collection for the Evaluation of the Work Advancement and Support Center

2008

Client: MDRC

Role: *Senior Research Associate*

Managed the production of the survey analysis.

S. Epps

PREVIOUS PROFESSIONAL EXPERIENCE

Harvard Graduate School of Education Cambridge, Massachusetts <i>Role: Postdoctoral Fellow and Lecturer on Education</i>	2006–2008
Decision Information Resources, Inc. Houston, Texas <i>Role: Statistical Consultant</i>	2005–2007
The New Hope Project Milwaukee, Wisconsin <i>Role: Senior Graduate Research Assistant</i>	2003–2006

SELECTED PAPERS, PUBLICATIONS, AND PRESENTATIONS

- Epps, S., Castaldo-Walsh, C., Hopson, R., Ibañez, N., Jackson, R.H., Taylor, M., & Walters, H. (Forthcoming). "Evaluating the Truth, Racial Healing & Transformation Framework –Implementing CREE Principles across 14 Communities". In C. Adedoyin, C.D., Jones, N., & N. Amutah-Onukagha (Eds). *Culturally Responsive and Equitable Evaluation: Visions and Voices of Emerging Scholars*. Cognella.
- Epps, S.R., & Walters, H. (2021). "Truth, Racial Healing & Transformation". Panel and paper presentation at the Center for Culturally Responsive Evaluation and Assessment, Chicago, IL.
- Ibañez, N., Hall, L., Epps, S., & Epps, K. (2018). Keeping Tabs: To Track or Trace Low Income Populations in Longitudinal Studies. Poster presented at the American Association for Public Opinion Research conference. Dallas, CO.
- Ibañez, N., Epps, S.R., Epps, K., Hunter, J.A., Hall, L.M. (2017, May). *Do Incentives During Tracking Efforts Make a Difference?* Poster presentation at the annual meeting of the American Association of Public Opinion Research (AAPOR), New Orleans, LA.
- Getman, D., Epps, S.R., Hunter, J.A., & Bass, R. (2017, May). *Small Group Recruitment Strategies with a H2R Population*. Poster presentation at the annual meeting of the American Association of Public Opinion Research (AAPOR), New Orleans, LA.
- Epps, S.R., Jackson, R.H., Olsen, R.B., Shivji, A., & Roy, R. (2016). *Upward Bound at 50: Reporting on Implementation Practices Today (NCEE 2017-4005)*. Washington, DC: National Center for Education Evaluation, Institute of Education Sciences, U.S. Department of Education.
- Epps, S.R., Cooper, J.P., McCowan, R., Robeson, L., & Hunter, J.A., (2016, May). Hello Are You There?: A Case Study of Sample Responsiveness Across Three Waves of Subsidized

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and Transitional Employment Demonstration Surveys. Poster presentation at the annual meeting of the American Association of Public Opinion Research (AAPOR), Austin, TX.

Getman, D., Epps, S.R., Hunter, J.A., & Bass, R. (2016, May). *Early Outreach Strategies with a H2R Population: Part I*. Poster presentation at the annual meeting of the American Association of Public Opinion Research (AAPOR), Austin, TX.

McCowan, R., Epps, S.R. & Bass, R.H. (2015, May). *Increasing Response Rates by Boosting Incentives: A Case Study of 18-Month & 40-Month SaveUSA Surveys*. Poster presentation at the annual meeting of the American Association of Public Opinion Research (AAPOR), Hollywood, FL.

Getman, D., Epps, S.R. & Hall, L. (2015, May). *Are Tailored Outreach Efforts Too Costly?: An Assessment of a Responsive Design Approach to Control Costs and Nonresponse Bias*. Poster presentation at the annual meeting of the American Association of Public Opinion Research (AAPOR), Hollywood, FL.

Epps, S.R. & Huston, A.C. (2013). "Developmental Changes in Impacts of an Antipoverty Experiment on Low-Income Children's Structured Out-of-School Time". *Developmental Psychology*. 49 (9), 1763–1774.

Epps, S.R., Hall, L. & Hunter, J. (2012, October). Sampling Strategies of a Hard 2 Reach Population in New York: Exploring Sample Tracking, Follow-Up Contacts, & Incentive Increases to Reach 80%. Paper presented at the American Association for Public Opinion Research Hard 2 Reach Conference. New Orleans, LA.

Huston, A.C., Gupta, A.E., Walker, J.T., Dowsett, C. J., Epps, S. R. (2011). "The long-term effects on children and adolescents of a policy providing work supports for low-income parents." *Journal of Policy Analysis and Management*. 30 (4), 729–754.

Epps, S.R., Wells, P. & Hunter, J. (2010, May). *Does Launching A More Expensive Mode Of Data Collection Earlier Save You Money?* Poster presented at the American Association for Public Opinion Research. Chicago, IL.

Epps, S.R., Hunter, J., & Hall, L. (2010, May). *When To Email Or Not?: Determining The Best Day Of The Week To Send Evites For Participation In A Web Survey*. Poster presented at the American Association for Public Opinion Research. Chicago, IL.

Epps, S.R., (2008, November). Are Developmental Changes in Impacts of an Antipoverty Experiment on Low-Income Children's Structured Out-Of-School Time Related to Behavioral Outcomes? Paper presented at the Association for Public Policy Analysis and Management. Los Angeles, CA.

Epps, S.R. (2008, March). "Education and Development in Conflict Situations." Discussant at the Student Research Conference, Harvard Graduate School of Education, Cambridge, MA.

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- Epps, S.R. (2008, February). "Partnerships with parents." Panelist at the Harvard Graduate School of Education. Cambridge, MA.
- Epps, S.R. (2007, November). *Exploring low-income children's contexts of development: activity participation through a developmental systems lens*. Paper presented at the Department of Psychology and Neuroscience, Duke University, Durham, NC.
- Epps, S.R. (2007, March). *Predictors of low-income children's participation in out-of-school activities*. Poster presented to the Society for Research in Child Development, Boston, MA.
- Epps, S.R., & Huston, A.C. (2007). "Effects of a poverty intervention policy demonstration on parenting and child social competence: A test of the direction of effects." *Social Science Quarterly*. 88 (2), 344–365.
- Epps, S.R. (chair), Huston, A.C., Gupta, A.E., & Thornton, J.W. (2006, November). *Eight-year impacts on children's achievement, motivation, and behavior*. Paper presented at the 2006 meeting of the Association for Public Policy Analysis and Management, Madison, WI.
- Huston, A.C., Epps, S.R., Shim, M., Duncan, G. J., McLoyd, V.C., Weisner, T.S., Crosby, D. A., & Ripke, M.A. (2006). "Effects of a family poverty intervention program last from middle childhood to adolescence." In A.C. Huston & M.N. Ripke (Eds.), *Developmental contexts of middle childhood: Bridges to adolescence and adulthood*. New York, Cambridge University Press.
- Epps, S.R., Park, S.E., Huston, A.C., Ripke, M.N. (2005). "A scale of positive behaviors." In K. Moore and L. Lippman (Eds.), *Conceptualizing and measuring indicators of positive development: What do children need to flourish?* New York, Kluwer Academic/Plenum Publishers.
- Epps, S.R., and Huston, A.C. (2005, November). *Lasting effects of a family poverty intervention program from middle childhood to adolescence*. Paper presented at the 2005 meeting of the Association for Public Policy Analysis and Management, Washington, D.C.
- Epps, S.R. (2005, April). Effects of a poverty intervention policy demonstration on authoritative parenting and child social competence: a test of the direction of effects. Poster presented at the 2005 biennial meeting of the Society for Research in Child Development, Atlanta, GA.

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SPECIALIZED TRAINING

Summer Institute in Applied Research on Child and Adolescent Development, National Institute of Child Health and Human Development, Potomac, MD, June 2007, sponsored by the Society for Research in Child Development.

Structural Equation Modeling with Ken Bollen, Interuniversity Consortium for Political and Social Research Summer Program, Ann Arbor, MI, July 2007.

American Psychological Association Advanced Training Institute in Using Large-Scale Databases, NICHD Study of Early Child Care, Chapel Hill, NC, June 2007.

STATISTICAL EXPERTISE

Hierarchical Linear Regression techniques (OLS Regression, Logistic Regression).

Classification Techniques (Factor Analyses, Cluster Analysis, Discriminant Function Analysis).

Mean Comparisons (Univariate and Multivariate Analyses of Variance)

Causal Modeling Techniques Multivariate Predictive Models (Path Analysis, Structural Equation Modeling with Latent Variables, Factorial Invariance, Latent Growth Curve Modeling, Hierarchical Linear Modeling.

Ron McCowan

- Twenty-three years of experience working in urban education, research, and evaluation
- Five years of recent experience recruiting districts and schools to participate in federal evaluations, including IES-funded randomized studies of video-based professional development and the Teacher and School Leader initiative
- Former research specialist in Houston Independent School District responsible for reviewing external requests for permission to conduct research in HISD.
- Fifteen years of experience working with SEA, LEA, and program staff as part of education implementation and impact evaluations
- Sixteen years of experience in bridging research and practice by training teachers in theory, philosophy, and instructional practices
- Nine years of experience serving as a peer reviewer for Regional Educational Laboratory research proposals, products, and publications
- Fifteen years of experience managing a diverse range of large-scale, complex research projects across a variety of both quantitative and qualitative data collection modes including Web, telephone, and in-person surveys
- Fifteen years of experience extracting and managing administrative data including school and district data files, state longitudinal data systems (SLDS), state and federal census data, and client provided sample
- Nineteen years of experience conducting data analyses and statistical modeling using Stata, SPSS, R, Microsoft Access, and large datasets

EDUCATION

Ph.D., Political Science, University of Houston, Houston, Texas
M.A., Political Science, University of Houston, Houston, Texas
B.S., Secondary Education, University of Evansville, Evansville, Indiana

QUALIFICATIONS

Dr. McCowan is a senior researcher at Decision Information Resources, Inc., with 23 years of experience working in urban education, research, and evaluation. He leads multiple projects under contract with the U.S. Department of Education's (ED) Institute of Education Sciences (IES) Regional Educational Laboratory (REL) program, including REL Southwest, REL West, and Peer Review and Support for Regional Educational Laboratories Review projects. He assists other DIR project directors as a researcher on culturally responsive and equitable evaluations for the W.K. Kellogg Foundation and Bloomberg Philanthropies, as well as a school district recruiter for IES impact evaluations. He previously served as project manager for the Analytic Technical Assistance and Development (ATA&D) project through a DIR prime contract with ED's National Center for Education Evaluation and Regional Assistance (NCEE). Dr. McCowan's professional experiences also include (1) designing and conducting LEA program evaluations of federal title programs as a school district central office researcher, (2) serving as a peer reviewer for REL proposals and reports, (3) serving as a School Improvement Grant (SIG) lead consultant, (4) facilitating data-sharing agreements between local education agencies and community partners on longitudinal evaluation work, (5) developing curriculum and providing professional development to teachers and principals while serving as a school district central

R. McCowan

office curriculum specialist, and (6) serving as a public school teacher and department chair.

PROFESSIONAL RESEARCH EXPERIENCE

Decision Information Resources, Inc. 2012—present
Houston, Texas
Senior Researcher

Regional Educational Laboratory Southwest (REL Southwest) 2017—present
Client: American Institutes for Research (AIR)/U.S. Department of Education
Role: Project Director

Serves as the DIR project director responsible for coordination and supervision of all REL SW Ask-A-REL reference desk requests and stakeholder feedback surveys for all REL SW Training, Coaching and Technical Support for Evidence Use (TCTS) activities.

Peer Review and Support for Regional Educational Laboratories Review 2018—present
Client: Mathematica/U.S. Department of Education
Role: Project Director

Serves as a project director responsible for coordination and supervision of REL peer reviews, answering questions related to products reviewed, leading logistical support for REL Directors meetings, and leading logistical support for webinars with REL staff. Serves as a lead, usability, and peer reviewer of REL products.

National Third-Party Evaluation of TRHT 2018—present
Client: W. K. Kellogg Foundation
Role: Senior Researcher

Serves as a senior research providing implementation and program evaluation design, data collection, analysis, and reporting to the W.K. Kellogg Foundation in support of their national Truth, Racial Healing & Transformation (TRHT) initiative.

Houston ISD Magnet School Assistance Program Evaluation 2019—present
Client: Metis Associates/Houston Independent School District (HISD)
Role: Research Analyst

Supporting the evaluation of HISD's MSAP grant implemented in 18 secondary science, technology, engineering and mathematics (STEM) magnet schools. Serving as DIR's task lead with responsibilities for evaluation planning and instrument development, qualitative evaluation field work (e.g., conducting site-visits and virtual interviews), analyzing data, and final evaluation reporting.

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Bloomberg Philanthropies' Greenwood Initiative

2021—present

Client: Bloomberg Philanthropies

Role: *Quantitative Task Lead*

Serves as the quantitative task lead with responsibilities for evaluation design, student-level data collection and analyses, and development and analysis of annual student surveys for this four-year evaluation of BP's Greenwood Initiative, which provides over \$100 million in scholarships and support services to medical students at four Historically Black Medical Schools.

Minority Science and Engineering Improvement Program (MSEIP)

2021—present

Client: University of St. Thomas (UST) Houston

Role: *Project Director*

Serves as the external evaluator of UST's MSEIP three-year grant from the U.S. Department of Education (ED). Conducts analyses and reporting to determine the extent to which UST's programming increases the flow of underrepresented ethnic minorities, particularly minority women, into science and engineering careers.

Regional Educational Laboratory West (REL West)

2022—present

Client: WestEd/U.S. Department of Education

Role: *Project Director*

Serves as the DIR project director responsible for providing assistance with data analysis and report writing for an applied research study on math learning in English learner students in Arizona, and will lead the usability study for toolkit development in Year 2.

College, Career, and Military Readiness (CCMR) Evaluation

2022—present

Client: Houston Endowment Inc / Aldine Independent School District (ISD)

Role: *Senior Researcher*

Serves as DIR's quantitative task lead responsible for developing evaluation design plans, data collection instruments, and analysis plans to evaluate CCMR efforts. Will conduct interviews, focus groups, site visits, records abstraction, analyses, and reporting.

Teacher Residency

2020—2022

Client: Mathematica/U.S. Department of Education

Role: *Senior Researcher/Site Recruiter*

Oversaw DIR's team of recruiters. Served as DIR recruiter of districts and schools to participate in a random assignment study to evaluate the impact of teacher residency programs on student achievement.

Regional Educational Laboratory West (REL West)

2017—2021

Client: WestEd/U.S. Department of Education

Role: *Project Director*

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Served as the DIR project director responsible for (1) conducting QA reviews of REL West proposals, reports, tools, or other products at various phases in their peer-review process, and (2) conducting Ask-A-REL reference desk searches and preparing brief written responses, such as annotated bibliographies, in response to questions submitted by regional stakeholders.

Impact Evaluation to Inform the Teacher and School Leader Incentive Program **2019—2021**

Client: Mathematica/U.S. Department of Education

Role: Senior Researcher/Site Recruiter

Served as a DIR recruiter of districts and schools to participate in a random assignment study to evaluate how teacher leader strategies affect educators and students.

ASPIRE Program Impact Evaluation Services **2019—2020**

Client: BakerRipley (formerly Neighborhood Centers, Inc.)

Role: Research Analyst

Developed the research questions, sampling plan, and analysis plan for the ASPIRE Program's impact evaluation led by DIR. Calculated estimations of average treatment effects on the treated (ATET) regarding ASPIRE's training, employment, and wage outcomes. Drafted final report with recommendations, and facilitated policy briefing.

School Nutrition and Meal Cost Study II (SNMCS-II) **2019—2020**

Client: Mathematica/U.S. Department of Agriculture

Role: Task Lead for Recruitment

Oversaw a team of 12 staff to recruit 135 School Food Authorities (SFAs) into the study and coordinated with stakeholders to plan data collection visits with in-depth interviews and observations related to school meals, nutrition, and costs.

Impact Evaluation to Inform Teacher Preparation and Professional Development **2017—2018**

Client: Mathematica/U.S. Department of Education

Role: Senior Researcher/Site Recruiter

Served as a DIR recruiter of districts, schools, and teachers to evaluate the impact of feedback and coaching of 4th and 5th grade teachers in this random assignment study.

Analytic Technical Assistance and Development for Regional Educational Laboratories and NCEE Researchers **2012—2018**

Client: U.S. Department of Education

Role: Project Support

Co-authored technical assistance and guidance documents for IES REL and NCEE researchers. Provided internal and subcontractor fiscal oversight. Conducted internal quality and usability reviews for technical assistance products prior to delivery to IES. Assisted project director in

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general monthly reporting and project management.

Regional Educational Laboratory Southwest (REL Southwest) 2013—2017

Client: AIR (formerly SEDL) /U.S. Department of Education

Role: *Project Director*

Served as the DIR project director responsible for coordination and supervision of all REL SW needs sensing efforts, Ask-A-REL reference desk requests, and stakeholder feedback surveys for all REL SW technical assistance and dissemination activities. Provided REL SW with quality, usability, and methodology reviews of draft written products prior to their external peer review.

Regional Educational Laboratory (REL) Program Peer Reviewer 2012—2017

Client: Mathematica/U.S. Department of Education

Role: *Project Director*

Served as a lead peer reviewer, usability reviewer, and methodology reviewer for REL technical assistance, descriptive, or RCT plans and reports. Supervised and coordinated work of other DIR review team members.

Annual Disadvantaged Business Enterprise (DBE) Goal Methodology 2013—2016

Client: Texas Department of Transportation (TxDOT)

Role: *Senior Researcher*

Served as a consultant leading the development of the triennial DBE goal methodology required by the U.S. Department of Transportation. Upon identification of the goal methodology, produced the goal calculations, and drafted the report for TxDOT internal consumption prior to the official public release and delivery to USDOT.

Alliance Program 2013—2016

Client: Texas Department of Transportation (TxDOT)

Role: *Research and Data Collection Consultant*

Managed the instrument design, Web programming and administration, and data processing phases of the TxDOT alliance program survey, in partnership with AO Phillips and Associates, of historically underutilized businesses (HUBs) and disadvantaged business enterprises (DBEs).

Evaluation of the Social Innovation Fund Save USA Study 2012—2014

Client: MDRC

Role: *Data Collection Manager/Project Director*

Managed instrument development, training, CATI data collection, field activities, data processing, and reporting for households participating in a multi-state, matched-savings RCT program. Successfully completed both first wave and second wave surveys with 80 percent completion rates.

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Family Rewards Conditional Cash Transfer (CCT) 24-Month Survey 2013—2014

Client: MDRC

Role: Project Support

Directed all aspects of a multi-state survey effort targeting nearly 2500 RCT study participants with children. Provided expertise in survey design, CATI programming and testing, data collection, field activities, data management and processing, and reporting.

PREVIOUS PROFESSIONAL EXPERIENCE

Project Grad USA 2009—2012

Role: National Data Manager

Houston Independent School District 2006—2009

Role: Research specialist/curriculum specialist

Houston & Humble ISDs 1999—2006

Role: Department chair/teacher

SELECTED PAPERS, PUBLICATIONS, AND PRESENTATIONS

Epps, S. R., Castaldo-Walsh, C., Hopson, R., Ibañez, N., Jackson, R. H., McCowan, R., Taylor, M., & Walters, H. (2022). Evaluating the Truth, Racial Healing & Transformation Framework—Implementing CREE Principles Across 14 Communities. In *Culturally Responsive and Equitable Evaluation: Visions and Voices of Emerging Scholars*. [Forthcoming publication].

Scher, L., McCowan, R., & Castaldo-Walsh, C. (2018). *Regional Educational Laboratory researcher-practitioner partnerships: Documenting the research alliance experience* (REL 2018–291). Washington, DC: U.S. Department of Education, Institute of Education Sciences, National Center for Education Evaluation and Regional Assistance. Available at <https://eric.ed.gov/?id=ED581137>.

Epps, S. R., Cooper, J., McCowan, R., Robeson, L., & Hunter, J. A. (2016). Hello are you there? A case study of sample responsiveness across three waves of subsidized and transitional employment demonstration surveys. *Poster presentation at the May 2016 annual meeting of the American Association of Public Opinion Research (AAPOR)*, Austin, TX.

Peecksen, S., Getman, D., & McCowan, R. (2016). Accounting for social desirability biases: an exploratory study of a sensitive topic in a government setting. *Poster presentation at the May 2016 annual meeting of the American Association of Public Opinion Research (AAPOR)*, Austin, TX.

Resource guide for Regional Educational Laboratory (REL) staff, 2012–17 contract cycle. (2015). Washington, DC: Analytic Technical Assistance & Development (ATA&D) contract. Department of Education, Institute of Education Sciences, National Center for Education Evaluation and Regional Assistance. Available at

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<https://files.govtribe.com/fbo/25fd4d16a34b1b587d76e3458e19cf6f/ba1d86d69ec0590ff530565afc42e41c>

- McCowan, R., Epps, S. R., & Bass, R. H. (2015). Increasing response rates by boosting incentives: A case study of 18-month & 40-month SaveUSA surveys. *Poster presentation at the May 2015 annual meeting of the American Association of Public Opinion Research (AAPOR)*, Hollywood, FL.
- McCowan, R. E. (2011). *Presidential leadership and American public opinion: An experimental approach to measuring the impact of going public on aggregate and group-level opinion*. Houston, TX: Doctoral Dissertation: University of Houston.
- Wojnowski, B., Buckley Fox, P., & McCowan, R. (2010). *METSA Academy: A case study*. Dallas, TX: The Texas High School Project. [unpublished manuscript]
- McCowan, R. (2009). *Title II, Part A teacher and principal training and recruiting fund, 2007–2008*. Houston, TX: Houston Independent School District.
- McCowan, R. (2008). *Title II, Part A teacher and principal training and recruiting fund, 2006–2007*. Houston, TX: Houston Independent School District.
- McCowan, R. (2008). *Title V, Part A innovative programs, 2007–2008*. Houston, TX: Houston Independent School District.

About the American Institutes for Research®

Established in 1946, with headquarters in Arlington, Virginia, the American Institutes for Research® (AIR®) is a nonpartisan, not-for-profit organization that conducts behavioral and social science research and delivers technical assistance to solve some of the most urgent challenges in the U.S. and around the world. We advance evidence in the areas of education, health, the workforce, human services, and international development to create a better, more equitable world. The AIR family of organizations now includes IMPAQ, Maher & Maher, and Kimetrica. For more information, visit [AIR.ORG](https://www.air.org).



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Inputs in Yellow

Offeror:	American Institutes for Research
Submitted Date:	8/11/2022

Year 1	C.C.H.P.	Re-Entry	C.C.H.P.	Re-Entry	
Labor Rate	Hrs	Hrs	Total Hours	\$	\$
Rate Period - 10/01/22 to 02/28/23					Total \$
Co-PD/Qualitative Lead	\$ 191.20	39.00	39.00	78.00	\$ 7,456.80
Research Analyst I	\$ 144.14	191.50	191.50	383.00	\$ 27,602.81
QA Reviewer	\$ 245.35	11.00	11.00	22.00	\$ 2,698.85
Publications	\$ 148.18	6.00	6.00	12.00	\$ 889.08
Rate Period - 03/01/23 to 09/30/23					
Co-PD/Qualitative Lead	\$ 198.85	53.00	53.00	106.00	\$ 10,539.05
Research Analyst I	\$ 149.91	268.50	268.50	537.00	\$ 40,250.84
QA Reviewer	\$ 255.16	16.50	16.50	33.00	\$ 4,210.14
Publications	\$ 154.11	8.00	8.00	16.00	\$ 1,232.88
			1,187.00	\$ 94,880.45	\$ 94,880.45
ODCs					
Supplies/Eqpt/Repairs				\$ 5,271.79	\$ 5,271.79
Conf/Meeting Participants				\$ 11,785.20	\$ 11,785.20
Other Direct Costs				\$ 4,057.20	\$ 4,057.20
Subcontracts				\$ 48,944.00	\$ 48,944.00
Travel				\$ 4,844.69	\$ 4,844.69
Total ODCs				\$ 74,902.88	\$ 74,902.88
Total Time and Materials (Year 1)			1,187.00	\$ 169,783.33	\$ 169,783.33

Year 2	C.C.H.P.	Re-Entry	C.C.H.P.	Re-Entry	
Labor Rate	Hrs	Hrs	Total Hours	\$	\$
Rate Period - 10/01/23 to 02/29/24					Total \$
Co-PD/Qualitative Lead	\$ 198.85	50.00	27.00	77.00	\$ 9,942.50
Research Analyst I	\$ 149.91	249.00	134.00	383.00	\$ 37,327.59
QA Reviewer	\$ 255.16	24.00	12.00	36.00	\$ 6,123.84
Publications	\$ 154.11	10.00	5.00	15.00	\$ 1,541.10
Rate Period - 03/01/24 to 09/30/24					
Co-PD/Qualitative Lead	\$ 206.80	70.00	37.00	107.00	\$ 14,476.00
Research Analyst I	\$ 155.91	350.00	187.00	537.00	\$ 54,568.50
QA Reviewer	\$ 265.37	31.00	17.00	48.00	\$ 8,226.47
Publications	\$ 160.27	14.00	7.00	21.00	\$ 2,243.78
			1,224.00	\$ 134,449.78	\$ 71,729.31
ODCs					
Supplies/Eqpt/Repairs				\$ 6,853.32	\$ 3,690.25
Conf/Meeting Participants				\$ 334.88	\$ 180.32
Other Direct Costs				\$ 753.48	\$ 405.72
Subcontracts				\$ 58,604.00	\$ 31,556.00
Travel				\$ 3,149.04	\$ 1,695.64
Total ODCs				\$ 69,694.72	\$ 37,527.93
Total Time and Materials (Year 2)			1,224.00	\$ 204,144.50	\$ 109,257.24

C.C.H.P.	Re-Entry	C.C.H.P.	Re-Entry	
Grand Total Time and Materials		3,490.00	\$ 373,927.83	\$ 279,040.57

\$ 652,968.39